

LEARNER GUIDE

BSBHRM611

Contribute to organisational performance development

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Introduction

Organisational performance development can be defined as the use of organisational resources to improve efficiency and productivity in the workplace. An effective organisation performance development can also boost employee morale because workers can feel more empowered and valued when their company is well structured. Organisational performance development process can help to understand known problems, set measurable goals, implement changes, and analyse results.



A successful organisational performance development programme focuses on improving overall organisational performance by monitoring the performance of teams and individuals to ensure that the organisation's overall ambitions and objectives are met. A successful organisational performance planning programme can be extremely useful in controlling an organisation's performance.

Throughout its lifespan, an organisation's performance growth continues to add value to the company and the success of its employees. The process of performance improvement begins when a new employee is hired and ends when the employee leaves the company. Performance improvement can be described as a structured process for improving an organisation's overall performance by improving individual performance within a team structure. It's a way of communicating goals, identifying positions within a necessary competence structure, and setting attainable standards to promote superior efficiency.

The process is indispensable and very important for an organisation as it is concerned with establishing a culture in which the individuals and teams can excel by continuously improving in terms of skill sets and business processes.

A good organisational performance development program works towards the improvement of the overall organisational performance by managing the performances of teams and individuals for ensuring the achievement of the overall organisational ambitions and goals. An effective organisational performance development program can play a very crucial role in managing the performance in an organisation by:

Importance of contribution: Ensuring that the employees understand the importance of their contributions to the organisational goals and objectives.

Understanding the expectations: Ensuring each employee understands what is expected from them and equally ascertaining whether the employees possess the required skills and support for fulfilling such expectations.

Alignment of objectives: Ensuring proper aligning or linking of objectives and facilitating effective communication throughout the organisation.

Harmonious relationships: Facilitating a cordial and harmonious relationship between an individual employee and the line manager based on trust.



What will I learn?

This learning guide will provide you the skills and knowledge required to:

1. Contribute to planning of organisational performance development.
2. Contribute to development of program tools and materials.
3. Facilitate organisational performance development.
4. Evaluate organisational performance development program.



CHAPTER 1: CONTRIBUTE TO PLANNING OF ORGANISATIONAL PERFORMANCE DEVELOPMENT



An organisation performance development continues to create business and employee's value addition and success throughout its lifetime. With quarterly updates (or even more frequently if you believe an employee will benefit from more coaching, the PDP process contributes to the future.

An organisation and its employees will naturally function efficiently when working towards a selected goal. Strategic planning is the key to follow this roadmap. Strategic planning must use the knowledge available to work out whether certain areas of the business are often optimized.

The optimization should align with the goals of the company and these goals should be aligned with individual goals. Key parameters for success should be tracked, like customer retention, profitability, and revenue. Through the utilization of this data, planners are going to be ready to both create relevant strategies and to work out whether these strategies are working as they ought to.

More specific data should be collected which will allow the business to still fine-tune its operations. Monitoring and reporting are among the foremost critical phases of strategic planning.



What will I learn?

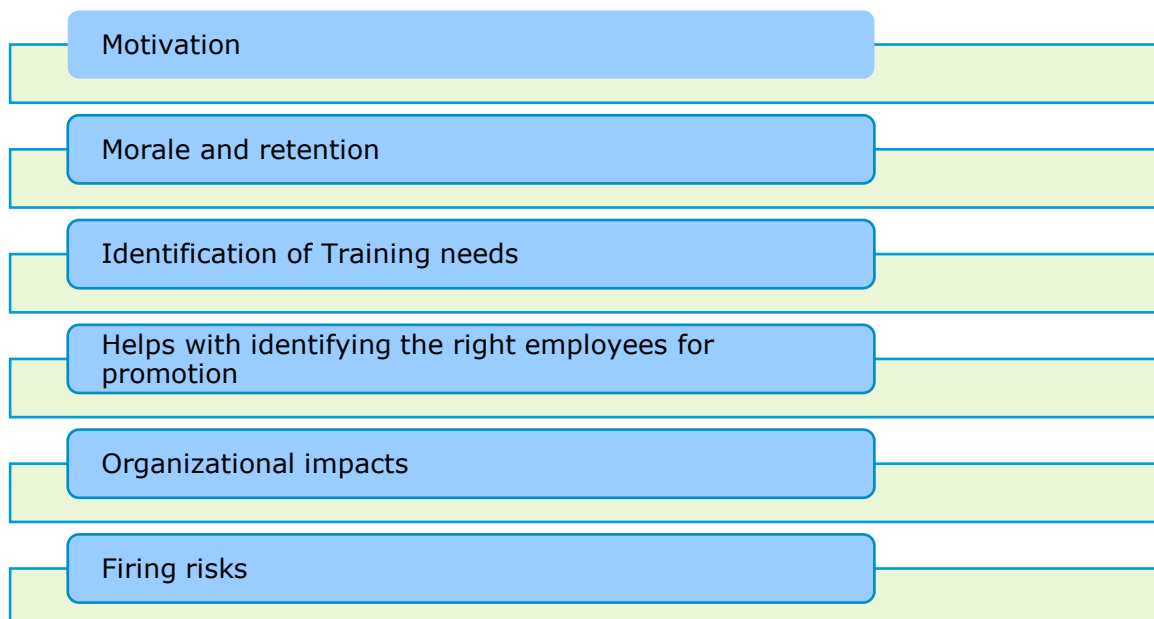
In this chapter, you will learn about the following:

1. Determine benefits of, and need for, organisational performance development.
2. Define organisational performance development program purpose and objectives.
3. Develop organisational performance development program plan with appropriate outcomes, in consultation with key stakeholders
4. Establish relevant management structures and wider support requirements.
5. Determine organisational performance development program modes and methods.
6. Determine methods and resources required to report organisational performance development program outcomes.
7. Develop means to report and collate outcomes of organisational performance development.

Determine benefits of, and need for, organisational performance development

In this chapter, you will learn about the benefits and need for Organisation performance development. An organisation performance development continues to create business and employee value addition and success throughout its lifetime. The process of performance development starts with the joining of a new employee in a system and ends when an employee quits the organisation. Performance development can be regarded as a systematic process by which the overall performance of an Individual success within a team environment can help to strengthen an organisation. It's a way of communicating goals, identifying positions within a necessary competence structure, and setting attainable standards to promote superior efficiency.

In most cases, the benefits of an organisational performance development will include:



Motivation: Everyone likes being told they're doing a good job. These words motivate us to do better. Performance reviews provide the best platform to formalise and document praise.



Happy employees are productive employees. Employees would work harder if they felt their efforts were being recognised. A paycheck is no longer enough recognition but regular feedback and reviews are keys to maintaining employee morale. All the organisation's employees should be more highly motivated. It also provides an environment for a Team Leader to recognise individuals on their team. Organisational performance development gives the best opportunity to formalise and document the whole process and reward their employees.

Morale and retention: Once the employees are motivated, more highly motivated employees are likely to be more loyal. Employees feel more involved in business, once employees are aware of the wider business' objectives and their contribution to those; they are relatively free to make their own choices about how they are going to perform responsibilities with more pride and concern. Overall it boosts morale and makes the work environment more pleasant.

In the end, the organisation will have better success retaining valuable employees and happy employees. Output per hour worked will increase, cutting labour costs.



Identification of Training needs: Organisational performance development gives chances for more frequent reviews; they can be formal or informal and can help to better understand the skill set of employees. It provides an open forum for employees to share and discuss their roles regularly. If there is any gap between business objectives and skill required then organisational performance development can help to identify training needs before they have an impact on productivity.

Whether your employees need to brush up on a certain skill or simply get up to speed with new trends for their role; organisational performance development and regular reviews can help to identify any shortcomings or future training requirements.

While accurate evaluation is most often needed it has a beneficial remedial usage because of its role in making good workers better. Employees that need training may be identified by the evaluation. An employee is qualified after he or she has completed the standard training series. Since it should be a continuous process to identify the gaps between business objectives and skill required. It will always help organisation to have better productivity.



Helps in identifying the right employees for promotion: Organisational performance development helps in the selection of employees for promotion, transfer, or other action, these actions should be more consistent. The right person — or a right person — should be matched with the right job more often. Organisational performance development will identify those who are outstanding, and management — applying for promotion, transfer, and other policies — will reward them. Every employee will realize that the organisation rewards achievement and many will be encouraged to improve their performance.

Organisational impacts: Since Organisational performance development helps to boost employees' morale, those individual employees will grow in maturity and responsibility if their efforts are accurately evaluated and rewarded. The organisation should see daily benefits — including financial — from having more responsible people throughout. An employer who uses an effective appraisal method may have a valid reason to claim that his workers are better than those in his profession.

Firing risks: Organisational performance development gives chance to identify outstanding employees, training needs, however in an organisational performance development plan, workers that are sufficiently weak to warrant dismissal may be identified with greater certainty. If an objective assessment method can be referred to as recognising the inadequacy, management can fire an ineffective employee. The employee and the company should benefit from an early end to a bad situation.

Need of an organisational performance development

In the current scenario of globalization and competition, organisations have understood the importance of organisational performance development.

- A well-designed organisational performance development system can play a crucial role in streamlining the activities of the employees in an organisation for realizing the ultimate corporate mission and vision.
- An organisational performance development system is a useful tool for aligning all the major organisational functions and sub-functions so that the focus is directed towards the attainment of the organisational goal.



An Organisational performance development system is a much wider system as it targets all the processes of planning, implementing, reviewing, and evaluating, for ensuring growth and productivity at both the individual and organisational level.

Managing the performance of the employees is one of the hardest challenges which organisations are facing nowadays as it completely depends upon the employee's attitude, commitment, competence, and clarity of performance. If managed efficiently through a well-planned manner, reward system, and feedback mechanism, organisational performance development can serve as an important tool for employee motivation and development. The need for this system of organisational performance development was felt since the traditional way of evaluating one's performance mechanism was failing and there were so many limitations to it. The traditional way of organisational performance development system was lacking an objective as the parameter for measuring performance. The system was focusing on traits instead of behaviour or measurable targets. Because of this, the employee's morale and motivation were negatively affected due to an absence of a transparent feedback mechanism and lack of employee involvement in the entire process of review. An organisational performance development overcomes the drawbacks of the traditional way of the employee review system.

1.1 Define organisational performance development program purpose and objectives

Purpose of an organisational performance development program

Organisational performance development is the practice of planned, systemic change in the beliefs, attitudes, and values of employees for individual and company growth.

The purpose of organisational performance development is to enable an organisation to better respond and adapt to industry/market changes and technological advances. From a systems perspective, the overall goal of an organisational performance development program is to ensure that the organisation and all of its processes are integrated and aligned together in the best possible way to achieve the overall goals of the organisation.

In another way, the purpose of an organisational performance development program can be expressed as transparent communication, which ultimately improves performance. Performance improves when individuals do good work and everyone's objectives are aligned with overall business objectives. Employees can perform better when they know what is expected, and receive positive feedback along with resources and appreciation.

Objectives of the organisational performance development program

The main objective of an organisational performance development program is to achieve the efficiency of the employees to the full potential in favour of both the employee and the organisation. It can be done by defining the expectations in terms of roles, responsibilities and accountabilities, required competencies, and the expected behaviours.

To build a high-performance culture for both the individuals and the teams so that they jointly take the responsibility of improving the business processes continuously and at the same time raise the competence bar by identifying training gaps and upgrading their skills within a leadership framework. Its objective is to have goal clarity and making people do the right things at the right time.

The major objectives of organisational performance development program are mentioned below:

Setting and defining goals to fulfill organizational objectives

Setting the right expectations for managers and employees

Setting performance standards

Effective communication

Determining individual training and performance plans



Setting and defining goals to fulfil organisational objectives: Setting and defining goals is most effective ways for initiating better performance among employees. It has been constantly demonstrated that effective goal setting:

- Optimizes employees' performance
- organisational performance development helps employees to focus on what's important since everything which is urgent is not always important.
- Individual objectives can easily be aligned with the business objectives.
- key result areas can be identified and we can work upon improving it.

An efficient organisational performance development program will place goal setting as one of its integral requirements and Team leaders should ensure that goals should be set in a way that benefit both- employee performance and business performance

Setting the right expectations for managers and employees: An efficient organisational performance development program will attempt to set clear expectations from both team Leaders and employees. As a team leader, one must place measurable and manageable expectations from your employee.

We can't expect a slow performer to start giving good results right away and outstanding performer to stay consistent every other month. Similarly holding Team leaders to high expectations will only bring in poor management decisions. Expectations should be set that'll bring in some results:

- Define the expectations of your employees clearly and transparently. Let employees know exactly what your expectations from them are.
- Back up the reasoning behind each target and expectation. Explain how these expectations will help in fulfilling the business objectives.
- One must document expectations. Don't let it be a verbal interaction. By documenting expectations employees will have a sense of ownership. One may have a specific spreadsheet or document about what needs to be accomplished and who will be responsible for it.
- Once employees are aware of their roles, targets, and responsibilities they will be more likely to be more consistent and productive.

This will facilitate better organisation performance and will further enhance the personal development of the employee.

Set Performance Standards: The most important objectives of organisational performance development program are to set performance standards. Organisational performance development programs enable the employees towards achieving superior standards of work performance. It boosts the performance of the employees by encouraging employee empowerment, motivation, and implementation of an effective reward mechanism.



An organisation should set performance standards and performance plans for evaluating employee performance. Every job has certain performance standards that have to be met. Failure to accomplish the performance standards can mean the following things:

- A lack of effort on the employees' part.
- Setting up more unrealistic standards for the particular role.

1.2 Develop organisational performance development program plan with appropriate outcomes, in consultation with key stakeholders

Organisational performance development program plan can be considered as a continuous process that manages the performances of employees for getting desired results. Organisational performance development program plan is beneficial to all the major stakeholders of an organisation by clearly illustrating what is supposed to be done for achieving certain desired goals. Organisational performance development program plan is the heart of any HR processes in an organisation as it influences the rest of other HR functions or processes. Focus on organisational performance development program plan may be worthless without the existence of proper organisational design and management systems.



Preparation organisational performance development program plan is a tool for improving employee performance. Process of Organisational performance development program plan involves below steps:

Review performance: Employees can first evaluate their results over the previous quarter. Then they assess what went well and what didn't, as well as what they want to concentrate on in the next quarter.

Identify progress targets: Next, workers can set goals based on areas that they want to improve or performance problems that their boss has brought up.

List specific steps to achieve those goals under each goal: Workers should list specific steps to achieve their goals under each goal. It would be difficult to make or track progress without an actionable plan. Employees can benefit from a variety of programmes that can help them boost their efficiency and development.

Define benchmarks and milestones: Workers must also define the basic metrics or milestones they will use to assess their success during the quarter.

Identify what support and resources are needed: A performance development plan should also outline what resources employees will need to be successful. In other words, what will it take to implement your employees' development plans?

Types of resources employees need may include:

- Time away from their regular assignments, employees should be given enough time to work on their shortcomings. If they will be exhausted in regular daily tasks fully then it will not be possible for the employee to focus on the development plan.
- Travel costs, in some situations, an employee may need to travel so travel costs should be considered by the organisations.
- Supporting roles, for some of the development programs, employees may need additional mentors, coaches, trainers, teachers, and team members
- Additional tools, under some development programs, employees may need new software or equipment. In that case, organisations should be open to spending money on additional tools.
- Regular check-ins with you, status should always be reviewed on regular basis.

If your team your company can't give your employee the help they need, you'll have to work with them to change their goals or course of action to something more realistic.

Examine and finalise the strategy: It's time for the employee to show their results to their boss, now that targets have been set and a plan has been put into action. You and your employee should review the plan together to ensure that their objectives are acceptable and in line with the plan's objectives.

Involvement of Key Stakeholders

We know that when more people are involved in a joint process of common interest, the quality of output is higher. The same is true for organisational performance development program planning. High involvement in the process by key stakeholders tends to generate better outcomes and a greater sense of ownership. Key stakeholders to be involved in organisational performance development program planning are those having a vested interest in the success of the organisation. Key stakeholders have a unique perspective about what it will take for the organisation to succeed.

Key stakeholders include:

- Customers.
- Employees.
- Owners.

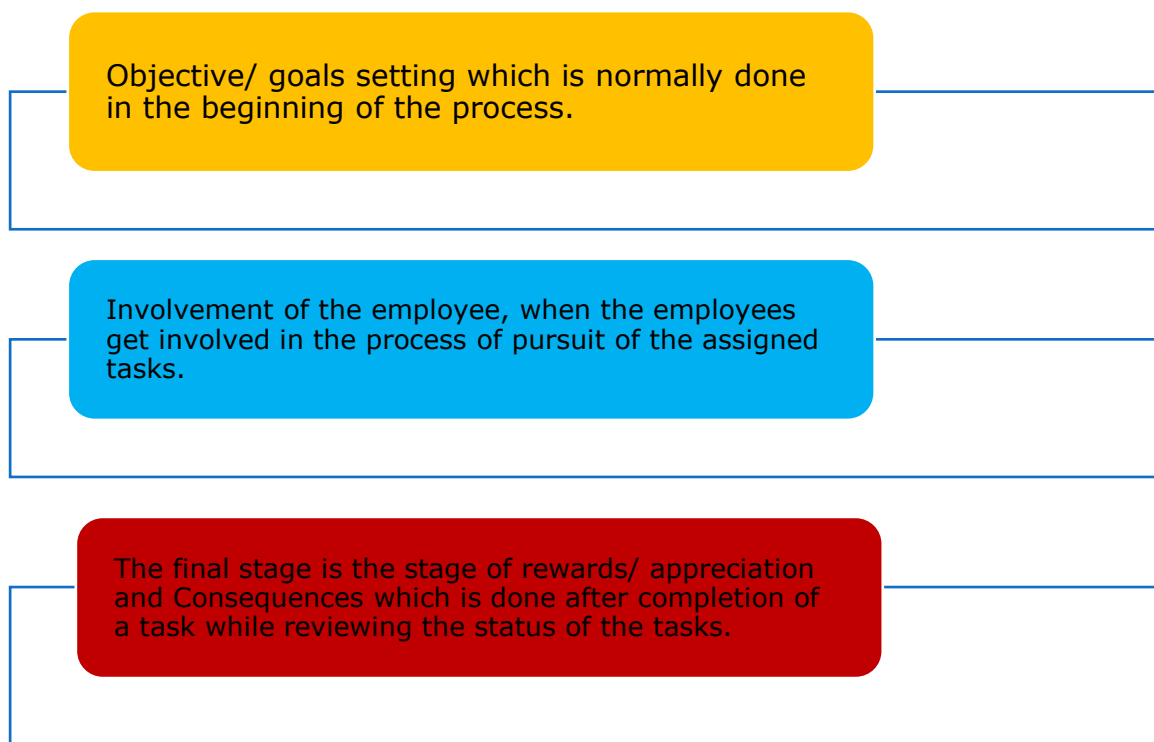
These three are by far the most important, and the scope of the performance development is usually focused on them.

Organisations should not limit planning and review sessions only to the top level of management. The more you engage and involve key stakeholders, the more you will reduce and uncover risks on your personal growth. When discussing initial requirements, gaps, and constraints, stakeholders may bring up issues or concerns about meeting those things. Involving relevant stakeholders during this process will help.

1.3 Establish relevant management structures and wider support requirements

Till now we have understood that the main objective of the organisational performance development program plan is to proactively manage employee's performance for fulfilling organisational goals by attaining a desired level of performance. Organisational performance development program plan is an integrated approach, the process involves a continuous dialogue between the team leader and the employee for setting goals that are measurable, achievable, and help in the direction of fulfillment of the organisational goal. In this chapter, you will learn about how the organisational performance development program is structured and what the different stages are.

Any performance management structure broadly involves three stages and these are:



Organisational performance development system is always a planning process that is developmental and facilitative as it involves the team leaders and the employees in a joint process of decision making for assigning smart and measurable targets. It aims at enhancing employee's performance. The process involves the identification, evaluation, and development of the work performance of the employees through effective management practices like continuous training, feedback, and regular communication.



The process includes the following stages:



Establish organisation's objectives: Align individuals' contributions to the organisation's priorities and goals. This structure is used to determine and set clearly specified SMART goals that are actionable and measurable:

- **Specific:** Setting goals about what will happen, when it will happen, and how much it will cost.
- **Measurable.** Milestones are used to keep track of success and to encourage workers to meet their goals.
- **Achievable.** Success is attainable, but with stretch goals added as well to push further.
- **Relevant:** Consider how each target would affect the overall corporate strategy.
- **Timely:** To build a sense of urgency, keep your goals grounded in a timeline.

The setting of objectives and goals: Set the objectives you want to accomplish and the goals that will help you achieve those objectives once your milestones have been established. When it comes to team building, for example, many companies seek to help their employees reach their full potential, which can be accomplished by encouraging more constructive conversations and partnerships between managers and employees, as well as promoting better skill preparation and career growth, both to improve employee performance over time.

Monitor performance: Managers should keep track of their team's progress against their objectives, and workers should keep track of their own. This information is required for managers to assess status and efficiency, as it will allow them to intervene with assistance, preparation, timeline fine-tuning, or other resources as needed, or to recognise and reward achievements. This data can also be used during the assessment process to remind management of the steps involved in achieving a goal or to highlight past and current accomplishments.

Develop the weak performance areas: In certain real-life circumstances, a team member's performance falls short of expectations. You must get to the root of the problem to figure out what's causing the performance issue. However, since employee performance has an impact on organisational performance, we always seek a fast fix. Since performance is a product of a combination of ability and motivation.

$$\text{Performance} = \text{Ability} \times \text{Motivation}$$

Where:

- Ability refers to a person's aptitude as well as the organisation's training and resources.
- Motivation refers to a person's desire and dedication.

So, before you can address poor performance, you must first figure out what's causing it. Is it due to a lack of ability or a lack of motivation? Based on this one has to prepare a roadmap to bridge these gaps. Ability may be enhanced through training.



In case of poor motivation level, managers need to work closely with the employee to create a motivating environment. Three key parameters may improve people's motivation:

- The setting of performance goals.
- Provision of performance assistance.
- Provision of performance feedback.

Performance Evaluation and Rating: Employees need feedback on their efforts. They have to know where they stand in terms of current performance and long-term expectations. While doing the evaluation and rating we should consider the below factors:

- **Timeliness:** Provide feedback as soon as possible.
- **Openness and Honesty:** Make sure that the feedback is accurate. Avoid unclear messages or talking about the person rather than the performance. Managers may give both positive and negative feedback so that employees can begin to truly understand their strengths and weaknesses.



Reward and recognition: A main part of feedback involves rewards and recognition. Company should ensure that it has a system that acknowledges the successes of employees. The employees who are performing exceptionally well should be recognized however this recognition may be monetary or may be some other means.



Organisational performance development program will not function effectively in an organisation without below basic requirements:

- Organisational performance development programs should attract very high levels of participation from all the employees concerned in an organisation. It should be a participative process.
- To have a successful organisational performance development program, top management support and commitment are very essential. Without top management support and commitment, employees will not be convinced to participate.
- Organisational vision, mission, and goals should be displayed, defined, and understood by all levels so that the efforts can be directed towards the realization of the organisational ambitions.
- There should be a clear definition of the roles for performing a given job within the organisational framework. Given jobs and responsibilities should be aligned with the departmental and the organisational objectives. The system should also be able to explain the linkages of a role with other roles.
- Communication is essential for planning organisational performance development programs. The communication will clarify the expectations and enables the parties in understanding the desired behaviours or expected results. Open and transparent communication will encourage the employees for participating freely and delivering high performance.
- For better planning of an organisational performance development program, key performance indicators should be clearly identified and should be defined properly.
- Organisational performance development program plans should be consistent and fair in the application.
- Once the key performance indicators have been identified and communicated to concerned members, an organisation should commit recognition of high performance. Rewards and recognitions should be built within the framework of the organisational performance development program.
- Training should be provided to the staff members based on the identification of training gaps and needs from periodic assessment and review of performance. This will motivate the employees for better performance.

1.4 Determine organisational performance development program modes and methods

The main assumptions and application of an organisational performance development programme differ. Since the decision you make affects the rest of the process, it's important to choose wisely. Most businesses end up integrating multiple approaches, which they may use at various times during an employee's career. The seven most successful modes and methods of organisational performance enhancement will be covered in this chapter. You'll learn what to use them and what they're good for. These are mentioned as below:

Self-evaluation	
Management by objective (MBO)	
Task/job rotations	
Checklist method	
360-Degree performance appraisal	
Ratings scale	
Performance test	

Self-Evaluation: Employees may discover ways to enhance efficiency that make sense to them through documented reflection. While it is somewhat subjective, it allows for a more in-depth debate. Keeping track of where workers have high or low opinions of their work will help mentors meet them where they are and tailor a development plan for them.



Management by Objective (MBO): This is a straightforward approach for bridging the difference between employee results and key strategic goals. Management establishes a measure that reflects the desired level of achievement and monitors each employee's performance regularly. Furthermore, these goals are in line with the goals of the company.

Task/job rotations: Employers should promote work swapping as a way for workers who have shown an interest in learning new skills. Employees may also volunteer to swap positions with coworkers on a move or team to put their new skills to use. The aim is to switch up the tasks and responsibilities so that you can learn something new or put what you've learned into effect.

It is the best way to train flexibility and adaptability. For example, if you ask a developer to talk/negotiate with clients, he probably won't be as great as the manager, but at least he'll gain project management skills to some extent.



Checklist Method: Checklists are evaluation methods that specify particular requirements that workers can use to evaluate their professional growth or advancement. Checklists define the talents, attitudes, tactics, and behaviours that should be evaluated and provide a means to organise knowledge about workers in a structured way.

The checklist approach is based on a set of behavioural standards that each employee must meet: For instance, on-time delivery or collaboration. The performance evaluator highlights areas where the employee excels and offers specific guidance on areas where the employee falls short.

In a weighted checklist method, each attribute has its score value. That helps focus improvement efforts.

360-Degree Performance Appraisal:



360-Degree performance appraisal incorporates feedback not only from managers, but from peers, direct reports, and higher-level supervisors the employee frequently works

with. This type of feedback is valuable when preparing team members to take on responsibilities at a higher level.

Rating Scale:



Most organisations have used this approach. It specifies goals – behaviours, traits, skills, or project attainment – on a scale usually running to 5 or 10 points.

While this is a flexible choice, it's essential everyone including employees has the same understanding of how the scale works: You might consider 3 out of 5 good while an employee understands it to mean average.

1.5 Determine methods and resources required to report organisational performance development program outcomes

In this chapter, you will understand that there are two sides to expressing the outcome of organisational performance development. One from the employee's angle and the other from the employer's angle.

- Presenting your information for evaluation: the work of the employee
- Evaluating performance: the work of the team leader



Following methods and resources should be considered while working on the organisation performance development program outcomes:

Keep the audience in mind: Outcome reports are written for senior management in your organisation. One must put him/herself in the manager's position and consider: What does your manager want to see in this appraisal report? What role would the report play in evaluating the employee's performance?

Keeping the target group in mind is the first step towards writing an accurate performance review. This is where you can concentrate your efforts. Keep in mind that your manager will assess your success based on your job description and objectives. Since your manager may use this as the primary metric, make sure you provide specific details about your job description and annual targets.

Maintain relevance: As an employee, you must promptly answer all of your manager's primary concerns. Your job description and annual goals will still be of primary importance. Before adding any ancillary work you completed, address your accomplishments related to your particular job role and goals. For example, if your position is a quality manager and your primary job description is to minimise the rejection rate to 1% and in parallel you have developed new software for Vendor evaluation, do not focus most of your performance evaluation document on the wonderful new software program you developed for your team. While that software programme is commendable, you must give your manager achievements directly related to your job description and annual goals.

Keep track of all achievements: By the time you do self-evaluation which can be on yearly basis, you've likely forgotten about the training course you took in June or the email you received in August that mentions your work. Create a document that tracks all of your accomplishments. These accomplishments must correspond to the success index of your assessment report. Add any recognition emails or acknowledgments you get for your hard work to your tracking document and save the email.

Use specific, measurable language: Performance development programs are very specific. They determine increments to your wages, bonuses, perks, or even a better position. Therefore, you must use the right tone, with accurate sentences to describe your performance. Instead of mentioning long and unending sentences, use short and precise words and phrases.

1.6 Develop means to report and collate outcomes of organisational performance development

A perfect performance development program can never completely be a reality and is susceptible to various errors. Organisations should use performance appraisals to find out what their team members are up to, assess their work, and provide them with accurate feedback so they can figure out where they are missing and improve. Employees are always anxious when they hear the word "performance appraisal," which should not be the case. If you have worked hard over the year, you do not need to be concerned about your assessment. It happens since in some cases manager acquires a tendency of generalizing few experiences with the other aspects of performance and the problems of poor perception, poor interpretation. For overcoming these problems the following remedial measures can be adopted:

- Organisations should make sure that their managers and employees understand the concept of performance and learn to differentiate between good performances with not so good ones
- Organisations should encourage managers to define and agree upon the standards and establishing different measures of effectiveness.
- Managers should also be trained to base their evaluation and judgments after carefully scrutinizing the relevant data.



There is an appropriate way appraisal should be communicated among employees. There are organisations where management/ managerstend to create unnecessary hype about the performance appraisal. In such a scenario, employees think only about their

evaluation/ appraisals and find it extremely difficult to concentrate on their routine tasks. The appraisal process certainly should not disturb your daily schedule.

Let us understand how organisational performance development outcome should be communicated among employees:

Conveying information: The rating procedure, appraisal form or any other related information ought to be sent to every individual separately. Do not send a common message to everyone. If you do not want to take the pain of sending separate mails to everyone, one may develop a generic login id where each individual can register and after using their passwords employees may pull out the appraisal form. The appraisal form generally has details about employee's designation, grade, ranking in the hierarchy, responsibilities and thus must be kept private.

Counselling should be handled on an individual basis: Address their concerns and confusions in private. Remember, evaluation is a very sensitive subject and should be handled carefully. Call each employee one by one, either in your cabin or in the conference room, to see if they need any assistance or direction.

Another major obstacle is transmitting the results of the appraisals to the workers. The employee's boss or the human resource staff should directly hand over the increment or evaluation letters to the workers.

After performance appraisal employee attrition is one of the major problems faced by organisations: Employees who just work for the money left after a salary hike to negotiate further with any other organisation. Individuals who do not get a satisfactory hike in salary get de-motivated and look for a change. Any employee who does not agree to his/her appraisal or feels has not got what he/she deserves should be addressed at the earliest. Sit with the individual in question and try to make him/her understand why he/she has got a certain grade. Employees cannot always be wrong. If you feel, an employee deserves slightly more than what he/she has got, the manager may reconsider the decision. Remember, it is always preferable to give a decent salary hike to talented employees than losing them. After all, if they leave, organisations have to spend time and energy searching for a replacement.

Employees need to be motivated after their appraisals: Regardless of whether they received a raise in pay or a promotion, congratulate them all. Thank you to all for being dependable and, most importantly, loyal to the company. Sit down with them, set new practical goals for them, and teach them how to work together, come up with more fresh ideas, and perform better in the years ahead.

Employee success should not be judged solely based on a performance assessment. Employees who did not work well should not be treated poorly. It's okay to handhold them and gives them a second chance.



Self-check assessment

QUESTION 1

What are the benefits of organisational performance development program?

QUESTION 2

What are the objectives of organisational performance development program?

QUESTION 3

Write the means to report organisational performance development

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CHAPTER 2: CONTRIBUTE TO DEVELOPMENT OF PROGRAM TOOLS AND MATERIALS



Proper planning will help managers to make organisational performance development programs more successful. When they properly approach the performance and contribution discussion, organisations have a better chance to create a high-performing team member.

Organisational performance development software is a tool designed to help managers write accurate job profiles and expectations, create relevant objectives that align with the company's goals and mission, document performance, and write appraisals.

Key accountabilities are the essential things employees must do to excel at their job. Under this subject, we will understand the significance of establishing key accountabilities and will understand how they are game-changers for organisational performance.

Unlike job descriptions, which typically list tasks, key accountabilities describe specific responsibilities that are broad in scope but are specifically owned by one person's role.



What will I learn?

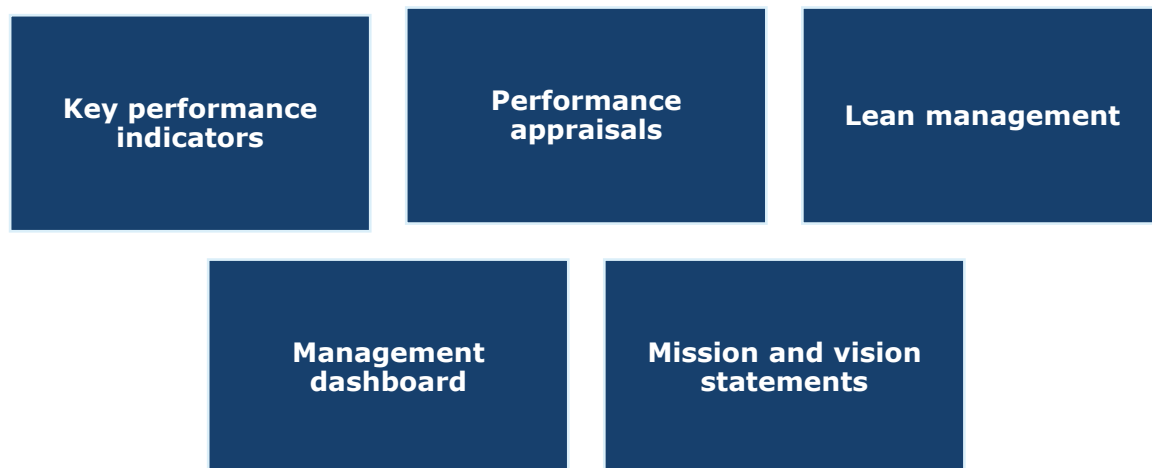
In this chapter, you will learn about the following:

1. Develop range of tools and resources according to organisational performance development program modes and methods
2. Establish organisational performance development procedures
3. Establish procedures and requirements encompassing key accountabilities and responsibilities.

2.1 Develop range of tools and resources according to organisational performance development program modes and methods

Monitoring performance of employees is one of the most significant tasks of management of an organisation. Objectives are set for each employee based on their job description and position, and the status of these objectives is checked based on the work. Depending on the work type, a regular task can be assigned and monitored.

Depending on the nature of work, any organisation prefers to track their employees' performance weekly, monthly, or yearly; however, some companies handle and monitor their employees' performance regularly. If anyone puts in 100% effort to accomplish a mission, the company should reap the benefits in equal measure. There are a variety of resources available to assist company management that is also useful to workers. These are:



These are the best management tools widely used by many organisations successfully. Every tool has its benefits and flaws along with its specifications. To choose the appropriate performance development tools to assess, manage, and control an employee's performance, it is critical to first understand the essence of the commitment an employer expects from their employees.

Key performance indicators: One of the most effective methods for improving organisational performance is the key performance indicator (KPI). A KPI is a quantifiable metric that can be used at both the organisational and personal levels. It assesses how effectively an organisation achieves its objectives at the organisational level.

A key performance indicator is a type of measurement used to track the progress of an organisation's performance. KPIs are used to assess the performance of an agency or a specific activity in which it participates. It's a measurable metric that shows how well a

company is meeting its main business objectives. KPIs are used by businesses to assess their employees' and their performance in meeting goals.

Performance appraisal: Performance appraisal is the second most commonly used organisational performance development tool. Performance Appraisal is one of the top five organisational performance development tools. These organisational performance management tools are flexible with parameters and performance area, also rated as one of the most structured and formal tools.

The systematic assessment of employee performance and understanding of a person's abilities for future growth and advancement is known as performance appraisal. Performance evaluations are conducted in a structured manner. The primary goal of performance appraisal is to keep track of pay packages, wage structures, and salary increases. The performance appraisal management method has proven to be an effective performance management tool for aligning organisational and individual objectives.

Lean management: Lean management is one of the effective performance management tools that help to eliminate waste of time and create more value and services for customers in fewer resources. This organisational performance management tool monitors and identifies each step to analyse that which department or step is not useful and productive to the organisation which can be eliminated later. It is a transparent tool that focuses on what's most important, profitable, valuable, and cost-effective, and how businesses can enhance it.

Many organisations believe that Lean management is only useful for manufacturing firms; however, this organisational performance management tool can be applied to any business for employee management with a proper set of parameters.

Management dashboard: The management dashboard is one of the top organisational performance management tools widely used by organisations nowadays. The management dashboard compiles all performance information together. Be it daily productivity, monitoring extra work, or anything specific, all come under one screen. Performance information presentation is often in graphs or charts.

It is a day-to-day phase of growth and improvement. One of the best features of this performance improvement tool is real-time data; an employee's dashboard can be viewed from anywhere, making it simple to keep track of their activities. It has a user interface that is easy to use and updates in real-time.

Mission and vision statements: One of the most widely used organisational performance management tools is the management of mission and vision statements. Performance assessment tools for mission and vision statements ensure that organisational, individual goals, and performance standards are consistent. The purpose of an organisation's life is defined by its mission. Employees are inspired because they have the right mission.

2.2 Establish organisational performance development procedures

In this section, you will learn about the procedure to perform organisational performance development program. Proper planning and procedure will help managers to make organisational performance development programs more successful. When they properly approach the performance procedure, organisations have a better chance to create a high-performing team member.

Employees and management collaborate to prepare, track and evaluate the employee's priorities, long-term goals, role profile, and overall contribution to the business through the organisational performance management procedure.

The organisational performance management procedure, when done correctly, is designed to fix problems like poor performance, lack of motivation in the workplace, setting employees up for success in achieving both their goals and overall company objectives.

Organisational performance management procedure involves planning, coaching, reviewing, and talking actions.



Planning: The very first step of organisational performance management procedure is planning, planning has several stages:

- Defining stage: Organisation needs to define the job itself including description, long and short-term goals identify key objectives, and develop a clear roadmap for how these objectives will be met. Objectives should be clear based on SMART (specific, measurable, attainable, relevant, and time-based) format. Performance standards should also be set as well.
- Feedback stage: Once the organisation has completed the defining stage, employees should have the opportunity to give input on this material. They will have a deep understanding of what talents, competencies, and goals will best assist the business in achieving organisational goals because they will be the ones conducting their tasks.
- Approval stage: Organisations and employees both agree to the definition of the role, goals, and objectives. By making this first step of the organisational performance management procedure collaborative, organisation sets the stage for

the process as a whole to be collaborative, and the employee feels that they are involved in objective setting and get involved to fulfil these objectives.

Coaching: The next step in the performance improvement procedure starts after the objectives and future goals have been established. The coaching process is crucial and must be carried out daily.

- Meetings should be held at least once a quarter, but monthly meetings are preferable.
- Instead of disciplinary action for poor results, these meetings should concentrate on strategies and coaching opportunities.
- Rather than taking a combative approach, the organisation should be able to provide - and accept - truthful input and collaborate with employees. It's important to be able to get actionable input in this situation.
- Organisations should review priorities and see if any changes should be made as to the organisation's performance management procedure progresses, as well as pay attention to career growth opportunities for their employees.
- This phase entails evaluating the employee's overall efficiency, as well as the process's effectiveness, as well as rewarding.

Reviewing: An employee review, also known as a performance evaluation, should take place at the end of the annual performance improvement period. These are usually held once a year to assess how well an employee performed over a given period.

- To demonstrate the employee's success over the year, there should be a consistent record from previous check-ins. The monthly check-ins aim to assist the employee with problem-solving, goal-setting, and other forward-thinking activities. This is the only move in the process that looks backward to evaluate the previous year's results.
- Of course, one of the most important questions to address is, Did the employee achieve his or her objectives? How well did the employee do on the objectives assigned to them during the year? It's important to consider both smaller and larger targets because this will reveal problem areas where preparation or strategies can be implemented.
- Giving and receiving feedback is an important part of the review. Employees should be given actionable feedback so that they are aware of areas where they can enhance their performance in the future. Employees should also be asked to provide feedback on the process and how management can improve their performance.

Action: The last step in the performance management process is action. The compensation and appreciation process is the final step in the performance improvement process.

This move is critical; if workers aren't given a reason to be motivated, they won't remain that way. This does not have to be monetary, but it will almost certainly require monetary compensation. New ventures, company-wide appreciation, time off, or leadership opportunities may be offered as additional incentives. The end of the organisational performance management cycle gives management and employees one last chance to offer feedback on the procedure as a whole and asks for thoughts and feedback for the planning stage for the future.

2.3 Establish procedures and requirements encompassing key accountabilities and responsibilities

Key accountabilities are the essential things employees must do to excel at their job. In this chapter, we will understand the significance of establishing key accountabilities and will understand how they are a game-changer for organisational performance.

Key accountabilities are described as specific responsibilities with a wide scope that are specific to one person's position.

Consider an accountant who does bookkeeping; we equate his or her job with handling invoices. "Ensure accounts receivable is paid on time so that the company has adequate cash flow," would be a more appropriate primary accountability. Although invoicing is a job, the bookkeeper's wider main accountability clearly states that the bookkeeper is responsible for understanding procurement procedures, troubleshooting, implementing follow-up systems, and constantly improving processes.

Using key accountabilities can be a game-changer for managers who want to be more proactive in their delegation, need to align different partners, or want their teams to achieve better results.



Let's establish procedures and requirements encompassing key accountabilities and responsibilities:

- Develop the main accountabilities: The foundation of this practise is identifying the five most important things for which you are accountable. If you do these five

things, you shouldn't be asked to do anything else, which is a good indicator that you've grasped the essence of your position.

- Consider the aim and meaning of your job and jot down your ideas. With your purpose and context in mind, you can list down five essential things you must do to be successful.
- Make sure the accountabilities are accurate and transparent by reviewing and revising them. A key accountability is precise, measurable, actionable, relevant, and time-bound.
- Rank your priorities from 1 to 5, with 1 being the most relevant but not necessarily the item on which you spend the most time.
- Calculate how much time you spend on this task in a month. This is your estimate "as is." If you've done so, calculate a "should be" estimate, or the amount of time it would take you to accomplish your objectives.

Priority	Key Accountability	As is %	Should be %
1			
2			
3			
4			
5			

This process will assist you in identifying tasks that are not important to you and that you can automate and delegate. The benefit of this activity is that managers and their teams will go through the same process.

Help your employees identify their key accountabilities: Once managers are done with identifying their key responsibilities, based on this, they can go through the key accountabilities exercise with their team, either during one-on-ones or as a group.

- Provide guidelines to your team members as they assess their priorities and determine there should be goals.
- Ask open-ended questions to engage them in conversations about what key shifts may be required for future success.
- Managers should have transparency and should have discussions with an open mind so as team members can think about their new key accountabilities as a foundation for alignment conversations with stakeholders; having a solid understanding of one's essential purpose will help them communicate their role, priorities, and time requirements to functional leaders within the organisation.

Share and discuss as a group: Once each team member has established their main accountabilities, use them to foster coordination and teamwork. This can be done with

a group exercise in which each team member writes down their main responsibilities on a flip chart, which is then displayed around the room.

- Discuss dependencies as a group to align on a clearly stated vision of how the team should optimally function — and what each person can do to make sure that happens.
- Employees should have clarity on their roles, they should understand each other's responsibilities and ultimately work better together. When people understand what is required from them, their control of concrete results provides the foundation and scope for true empowerment.



Self-check assessment

QUESTION 1

What factors need to be considered while developing tools for organisational performance development?

QUESTION 2

What is the procedure for organisational performance development program.

QUESTION 3

How can we develop key responsibilities?



CHAPTER 3: FACILITATE ORGANISATIONAL PERFORMANCE DEVELOPMENT



Facilitating Performance is a key competency for managers to master. In the end, this competency contributes to the achievement of corporate goals and priorities. Facilitating Success entails motivating and directing one's own and subordinates' efforts against performance targets by providing ongoing assistance, removing performance roadblocks, managing outcomes, and keeping employees accountable.

The first step in facilitating performance is for managers to engage in individual growth development discussions. These conversations aid in identifying the strengths and limitations of individual employees. Managers and employees will now work together to close the holes by strengthening agreed-upon shortcomings and continuing to improve strengths. This is a continuous method of informing workers about their interests, personal advancement, and organisational objectives.

By committing to employee growth, managers will help close developmental gaps. Employees will benefit from opportunities for training and assignments that will help them develop their skills and abilities. Related stakeholders should create these implementation plans, and the appropriate resources should be used to track performance improvement.



What will I learn?

In this chapter, you will learn about the following:

1. Ensure plans required for personal growth are developed by relevant stakeholders.
2. Consider and address cultural differences and diversity issues in all organisational performance development communications.
3. Use data and reporting tools and monitor organisational performance development.

3.1 Ensure plans required for personal growth are developed by relevant stakeholders

Personal development planning is the process of establishing targets and objectives/ goals. In an organisation, what an employee wants to achieve or where he/she wants to go. In short, medium, or long-term career preparation.

Developing an action plan for personal growth in the sense of a career and self-improvement focused on knowledge, principles, reflection, goal-setting, and preparation.

The more you engage and involve stakeholders, the more you will reduce and uncover risks on your personal growth. When discussing initial requirements, gaps, and constraints, stakeholders may bring up issues or concerns about meeting those things. Involving relevant stakeholders during this process will help.

Learning and growth aim to increase a person's success by expanding and improving their skills and knowledge. Learning and development are related to a company's talent management plan and are intended to match employees' priorities and results with the company's overall vision and objectives. Individuals in charge of learning and growth must be able to spot ability gaps in groups and teams. This can be accomplished by the use of SMART goals, one-on-one assessments, and performance appraisals, followed by the identification of appropriate training to fill the gaps.



Many successful businesses have an integrated personal development programme and supporting tools that are aligned with their overall business plan.

Leaders define the company's corporate plan, goals, and community. From the perspective of personal advancement, leaders should:

- Recognise each position's lifecycle and requirements.
- Invest in resources that facilitate the development
- Communicate leadership's vision and objectives, so business priorities are clear.

Team leaders and managers communicate and execute on leadership's strategy and objectives while working with employees to maximize efficiency and productivity. From a personal growth development perspective, team leaders and managers should,

- Establish a one-on-one relationship with each of their employees and learn about their career aspirations, abilities, and weaknesses so they can place them in positions to excel, boosting their morale. Managers should provide feedback to ensure they are clear on priorities and objectives.
- Minimise and identify risks in terms of critical position succession management, a lack of expertise required to conduct work, and employee engagement problems.
- Recognise and encourage the tools available to workers to help them grow and achieve their goals.
- Communicate team and individual priorities to workers so they know where to concentrate their efforts, as well as future challenges and solutions to leadership. Employees, who may range from individual contributors to managers, carry out day-to-day activities to achieve the company's goals and objectives. Employees should focus on their personal growth as well,
- Recognise how their position can contribute to the achievement of the company's objectives.
- Recognise what knowledge/skills they need to acquire and improve to do their job more effectively now and in the future.
- Create a strategy for developing essential knowledge/skills by finding deficiencies in your knowledge/skills through self-assessment or feedback from others, and determining how to strengthen those competencies through training.
- Share their priorities and goals with their supervisor managers so that they can get feedback on their objectives as well as advice on how to better implement their growth plan using company resources.

Each stakeholder is responsible for contributing to the personal development process, and the greater the effect on the organisation and each participant, the more aligned they are through culture and communication.

3.2 Consider and address cultural differences and diversity issues in all organisational performance development communications

Employees from various backgrounds perceive languages, signs, and other forms of communication differently. This affects how they communicate, connect, make decisions, and deal with conflict. On a global scale, organisational diversity can encourage global cooperation, with each employee performing at their best. However, inadequate or absent communication as a result of organisational diversity can lead to a misalignment of company and customer needs, low employee morale, and employee division.



Generally, organisations overlook the communication challenges and often take them for granted however several challenges can lead to a disconnected workforce.

Here are four categories that can obstruct your team's success:

Direct versus indirect communication

Trouble with accents and fluency

Different attitudes toward hierarchy and authority

Conflicting norms for decision making

Direct versus indirect communication: The communication style in Western cultures is direct and the meaning is always obvious. Other cultures tend to be more discrete in the way they present their thought. As a consequence, workplace contact between a Westerner and a non-Westerner may confuse.

- Because of this disparity, the message is not always simple. This can happen during face-to-face encounters as well as when communicating over the internet. Needless to say, how workers of various cultures interact with one another is a significant determinant of an organisation's cohesiveness.
- For example, in In Western culture, the question could be, which choice is more effective: option A or option B? Employees in a non-Western culture may be required to recommend a specific alternative.

The problem with accents and fluency: Within an organisationally diverse workplace, an obstacle is the language barrier among employees, which includes accents and fluency.

Although English is the global business language, place due to their inability to express themselves in their non-native tongue. Employees who are subject matter experts can be forced to take a back seat in terms of contributing to the team due to their inability to communicate in their second language.

- This can lead to anger and interpersonal tension in some cases. As team players, they can become less committed and motivated. An organisation's return on investment may be adversely impacted, resulting in a decrease in revenue.

Different attitudes toward hierarchy: In any organisation, teamwork is essential to achieve goals and profitability. However, in some cultures, employees are treated differently based on their rank within the organisation. Negotiation techniques among different cultures should be considered in workplace diversity training.

Multicultural workers, for example, have different approaches to communicating an idea to a boss or CEO. Before hitting the executive level of certain companies, workers must present to higher-level team members and work their way up the corporate ladder.

Other organisations have hierarchical structures that are relatively flat, with workers and leaders working as a single team. A lack of cultural understanding may lead to a disengaged workforce, with some workers feeling excluded and unappreciated.

Conflicting decision-making norms: Different societies have different ways of reaching an agreement and making executive decisions. Different cultures have different ideas about how long it takes to make a decision, what steps must be taken beforehand, and how much effort should be put in. Unlike other cultures, which withhold knowledge until they have completed studies and comparisons before making a decision, some cultures make decisions quickly.

Although all of the above variables have an impact on organisational efficiency and communication, effective organisations cultivate a culture of awareness that encourages workers to respect one another through diversity training. This shared understanding among managers and employees fosters new ideas, diverse viewpoints, and cooperation, which can make all the difference in an organisation's ability to achieve its objectives.

3.3 Use data and reporting tools and monitor organisational performance development

Organisational performance development helps organisations become more successful and stay ahead of the competition. It essentially involves measuring, reporting, and managing progress to improve performance, both at an individual level, and at an organisational level. There are many organisational performance management tools designed to make the process easier and more effective. Some of the most common tools are:



Personal development plans (PDP): A personal development plan (PDP) is a customised action plan focused on reflection and knowledge of an individual's performance and needs, with targets for future performance and actions to promote personal development. PDPs are often used to define basic training and growth requirements and to establish an action plan to address those requirements. Individuals can define how they want to progress and what steps they should take to get there. This not only makes the person feel more

invested in the organisation and the role they play in its growth, but it also identifies tangible steps that can be taken in the future to improve individual efficiency.

Investing in developing performance management tools, techniques, and processes like these is a significant part of creating a culture of high performance. And that's exactly what every organisation, regardless of size, in every industry, should be aiming for – strong performance at every single level of the organisation.

Reward and recognition programmes:



As workers believe that their hard work goes unnoticed and unrewarded, their morale plummets, and they become disengaged from the company's ultimate target. As a result, reward and recognition programmes are an important aspect of every comprehensive performance management framework, as they provide a way to recognise and reward top performers. For many businesses, this entails financial incentives such as bonuses, but basic appreciation and acknowledgment of good work can also help to sustain morale and high results.

Management by objectives: The process of identifying clear goals and then determining how to achieve each one is known as management by objectives. It's especially useful for small tasks that must be completed one at a time, and it's a fantastic way to foster a culture of collaboration. The theory is that when an established goal is met, those within the organisation who are conscious of and responsible for their accomplishments will be inspired. Individual performance is measured and compared to defined standards of management by goals.

360-degree feedback: This tool is designed to help you answer the question, How well are our people performing in the eyes of those who have a stake in their success? It gives people a broad evaluation of their success based on the opinions of those around them,

such as their team leaders or managers, direct reports, colleagues, customers, and suppliers. The results are tallied and confidentially addressed to the employee, normally by a manager. 360-degree feedback insights are often used in employee training and growth. If this procedure is performed correctly, 360-degree feedback will benefit by evaluating the views of a large number of people rather than just the individual's line manager.

Performance appraisals:



Alongside Key performance indicators (KPIs), The most widely used performance assessment method is probably performance appraisals. Performance appraisals, when used correctly, can be extremely effective at aligning individual objectives with the organisation's strategic goals. Employees must believe that the assessment process is a normal, truthful, equitable, and positive two-way discussion to get the most out of this method. If it is not performed in this manner and is biased, it can cause demotivation and a drop in results.

Key performance indicators (KPIs) and metrics: A Key Performance Indicator (KPI) is a measurable value that shows how well an organisation is accomplishing key business goals. KPIs are used by businesses to assess their progress against their goals. They show how well an organisation is meeting key business goals and can be used to compare markets, divisions, or individual tasks. KPIs are measured over a set period and compared to previous performance metrics or appropriate norms.



Self-check assessment

QUESTION 1

Who set the personal growth plan and how stakeholders affect it?

QUESTION 2

How cultural differences and diversity affects organisational performance development?

QUESTION 3

What are the tools used for organisational performance development?

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CHAPTER 4: EVALUATE ORGANISATIONAL PERFORMANCE DEVELOPMENT PROGRAM



An organisational evaluation is a method for gathering accurate information about a company's success and the factors that influence it. Since the appraisal focuses on the organisation as the primary unit of study, it varies from other forms of assessments. Organisations should undertake organisational evaluations to better understand what they can or should do to enhance their ability to succeed. This diagnostic tool will assist organisations in obtaining valuable data on their success, identifying important factors that aid or obstruct their ability to produce results, and positioning themselves in comparison to competitors.

For good purposes, measuring and assessing success is the most challenging aspect of any organisational performance improvement programme. Employees must be able to recognise and document learning related to performance expectations and competency growth as part of the organisation's performance development programme. It must also inspire them to consider and prepare for their future careers.

Performance development programs are the best platform to identify the gaps and allow us to fill these gaps. Instead of being a pessimistic experience, thinking about areas for change can be an optimistic, growth-oriented experience.



What will I learn?

In this chapter, you will learn about the following:

1. Complete organisational performance development record-keeping and reporting requirements according to organisational policies and procedures.
2. Evaluate organisational performance development program against agreed outcomes and report through relevant management structures.
3. Document improvement opportunities for future organisational performance development programs based on program evaluation.

4.1 Complete organisational performance development record-keeping and reporting requirements according to organisational policies and procedures

The primary function of records keeping is to facilitate the free flow of records through an organisation, to ensure that information is available instantly where and when it is needed. To carry out organisational performance development without keeping records is very risky. However, keeping records will help the users to do their jobs efficiently.

In this chapter, you will learn about things to consider while recording organisational performance development and basic reporting requirements.



Things to consider while recording organisational performance development

- Consistent Format
- Record important information
- Performance goal rating system
- Consider required skills
- Add personal Skills

- Add development objectives
- Add performance review rating
- Make sure to signoff

Reporting requirements according to organisational policies and procedures

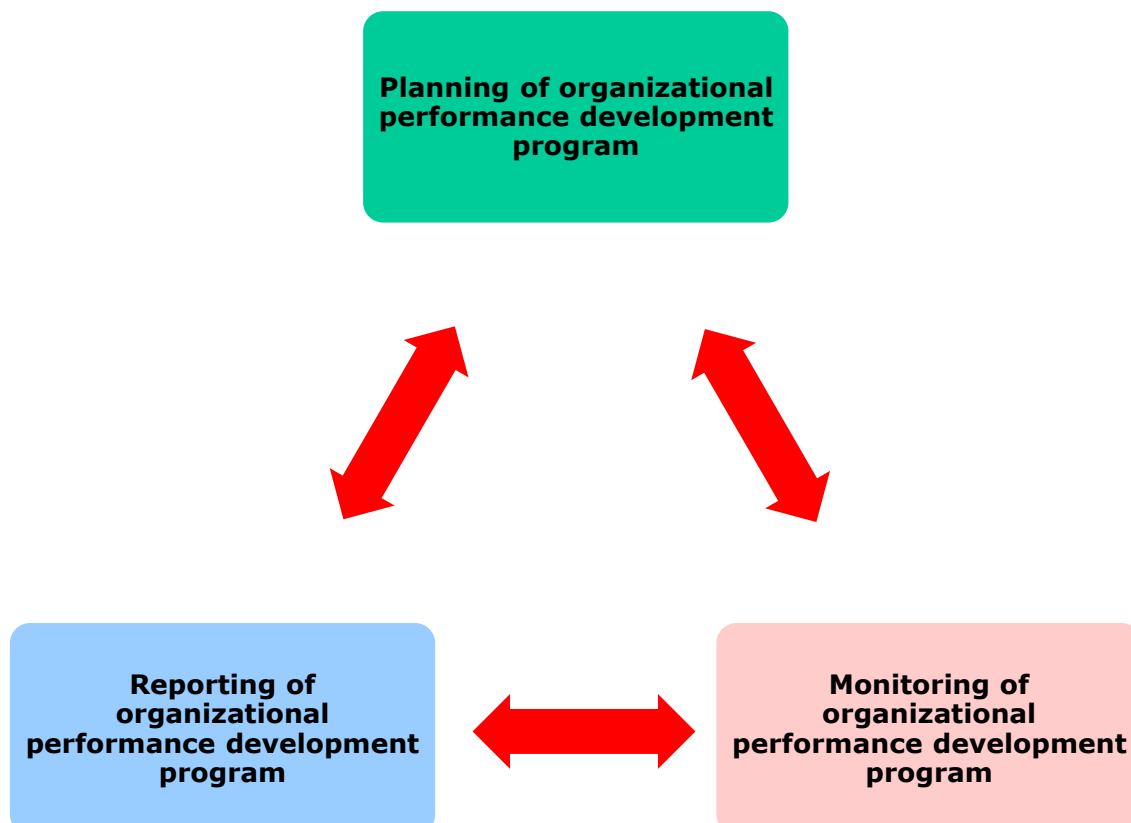
Performance reporting refers to an integrated system of planning and reporting that is oriented toward achieving outcomes. Performance reporting is designed to help:

- clarify organisational goals and directions
- communicate the priorities of an organisation
- monitor progress and ensure continuous improvement
- support budgeting and resource allocation decisions

Why Reporting of organisational performance development is important.

Reporting on performance development is not an end in itself, but an important part of effective management and accountability. Planning and reporting are an integral part of an organisation's ongoing operations and decision-making. Performance development reporting should help to promote continuous improvement.

Reports/ status on activities and performance provide important information to allow for the best possible decision-making in the next planning cycle.



During the process of performance development reporting, the outcomes of other processes are also analysed and combined into performance reports. Performance development reporting may be done in tabular or graphical formats that may be text-based, visual-based, or can be a combination of both. Generally, they are test-based. Before writing, performance development reporting below requirements should be kept in mind since it will help individuals and organisations to benefit most out of this process.

- Analysis of past performance.
- Summary of changes approved in the reporting period.
- Current status of risks and issues.
- Results of variance analysis.
- Work completed during the reporting period.
- Work to be completed during the next reporting period.
- Forecasted project completion.
- Other relevant information to be reviewed and asked by stakeholders.

4.2 Evaluate organisational performance development program against agreed outcomes and report through relevant management structures

In this section, you will learn about the evaluation of organisational performance development program against the agreed outcome. Measuring/evaluating performance is usually the most difficult part of organisational performance development program, and for good reason. Employees must be able to recognise and record learning related to performance expectations and competency growth as part of the organisation's performance development programme. It should also allow them to consider and schedule their professional development and activities.

It is critical to establish a framework that clearly distinguishes between high and low performers, as this will serve as the foundation for wage disparities, rewards and benefits, and training criteria for various performance levels. Workers must recognise the connection between their work and the incentives and appreciation they receive. Human resources play a critical role in making sure the process is equitable, reliable, and well-managed. Their assistance to supervisors during the performance appraisal process is critical.



Both the manager and the employee focus on the employee's achievements during the performance evaluation period, comparing them to the defined goals and expectations that were agreed to at the start of the cycle, during the performance improvement planning stage. They agree on how well the employee performed during the evaluation period and what needs to be taken into account for potential expectations and requirements in the next cycle.

Evaluation

This evaluation is usually tied to the employee's rewards or compensation and also performance enhancement programs.

In terms of results, there should be clarification on ranking criteria as well as a strong distinction between high, solid, and low performers. The organisation's scores and results

must be communicated straightforwardly and consistently. Differentiating benefits based on the outcome is one of the main outcomes that companies are attempting to achieve. Organisations must have a system in place for comparing and contrasting performance across teams and divisions. This increases system confidence and promotes justice and equality. Managers may also have a common understanding of performance expectations and standards. They also gain a greater understanding of the organisation's influence from others.

However, some main elements need to be considered while evaluating performance development:

- Defined Goals and Objectives
- Continuous Feedback
- Configurations Flexibility
- Self Evaluation
- Compensation and Rewards
- People Analytics
- Performance improvement plan
- Overall Assessment

4.3 Document improvement opportunities for future organisational performance development programs based on program evaluation

In this chapter, you will learn about improvement opportunities since no one is perfect, but after evaluating organisational performance development program, managers and individual should learn to strengthen their weaknesses in order to improve their abilities and work competence. Being able to recognise and discuss areas of professional development will help you to get for a job and position yourself for career advancement. It gives you a great deal of pleasure. Knowing where you can develop allows you to reach your full potential, impressing employers and expanding your technical skills to achieve your long-term career objectives.

Organisational performance development programs are the best platform to identify the gaps and allow us to fill these gaps. Considering areas for improvement should be a positive, growth-oriented experience instead of a negative view. However, there are some common areas for improvement at work.



These areas are:

Active listening: Listening to others and responding to what they have to say enhance communication within organisations. Active listening involves not only paying attention

when others are sharing ideas but asking questions and participating in the communication to ensure that you understand their main point.

Public speaking: Public speaking skills are needed for giving presentations, meeting with customers, and other routine business activities. To counter this important ability, employees should attend public speaking seminars and practise voicing their options. This gives additional confidence and motivates employees.

Confidence: Even if the employee is spectacular at all other aspects of the job, lacking confidence can impact their performance. Recognizing that he or she may need to gain trust will motivate them to look for ways to teach others about their skills.

Accepting feedback: Employees' ability to let down their guard and accept suggestions is a skill that can be learned over time. It's normal to be uncomfortable when receiving criticism, but seasoned practitioners will take criticism positively and strive to improve.

Trustworthiness: It takes time to build trust in the workplace. The more you show honesty and integrity on the job, the easier it will be for others to put their faith in you to complete tasks and keep your promises.

Leadership: Being a good leader requires time and practise, and many people would rather be a follower than a boss. However, anyone can develop their leadership skills by expressing their thoughts and observing how their team works together.

Time management: In the workplace, the ability to predict how long various activities will take and to effectively manage your time is highly valued. Write out a schedule itemising your day, and link it to the real timeline of activities during the day to improve your time management skills.

Delegation: Problem-solving and critical-thinking skills are needed when assigning tasks to others. You must first determine who you can trust and who is the best candidate for each task, after which you must ensure that each part of the project is completed.

Attention to detail: Even when conducting routine tasks, practise searching for patterns and double-checking your work to become more detail-oriented. Paying attention to the smallest details will make a significant difference in the quality of your work.

Organisation: Getting and remaining organised necessitates the development of new behaviours, which takes time and practise. Make a list of your goals and practise putting all of your relevant resources and documents in their proper places.

Teamwork: Acting as part of a team entails collaborating and engaging with others to achieve a shared goal. To ensure team project progress, listen to others' viewpoints and make compromises.

Dependability: Delivering quality work on time and meeting demands regularly adds to your credibility as a dependable employee and co-worker.

Professionalism: Professionalism entails understanding what is expected of you in various work environments. Researching business practises or watching others around you will help you become more professional.

Flexibility: Improving your workplace flexibility allows you to respond to shifts in leadership and resolve unforeseen challenges. Being adaptable and open to change will aid in the development of a strategic mindset and the improvement of your workflow.

Attitude: Your attitude affects the work environment, morale, and efficiency of your workplace. Reflect on your strengths and how you learn from disappointment to help you concentrate on the better.

Decision-making: Taking on more responsibility at work and successfully self-decision making requires the ability to make final decisions without outside feedback. Practice making decisions and then consider how those choices affected your performance later.



Self-check assessment

QUESTION 1

What are the reporting requirements for organisational performance development program evaluation?

QUESTION 2

Which elements need to be considered while evaluation of performance development?

QUESTION 3

Write improvement opportunities for future growth based on organisational performance development programs evaluation.



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