ATAR | DESIGN

BSBMGT502
Manage people performance

Performance management defined

- **Performance management** is an ongoing process of consultation and communication between a supervisor and an employee that occurs throughout the year, to support meeting the strategic objectives of the organisation and the specific objectives of the department.

Managing performance – what it aims to achieve?

- Excellent performance management helps everyone in the organisation to know:
  - What the service is trying to achieve
  - Their role in helping the service achieve its goals
  - The skills and competencies they need to fulfil their role
  - The standards of performance required
  - How they can develop their performance and contribute to development of the organisation
  - How they are doing
  - When there are performance problems and what to do about them.

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Managing performance WIFFM

- When it is done well, performance management is not an administrative burden, but an essential tool that helps employees deliver the products and services your company offers

- Managing performance is a continuous process which involves making sure the performance of employees contributes to the goals of their teams and the organisation.

- It may seem daunting when described this way, but as a manager you do it every day.

The old vs the new

- In days gone by, we had the performance appraisal program. The annual requirement by the HR or Personnel department that required you to sit down and tell your employee what they had NOT done correctly for the past 12 months.

- The current Performance Management System or PMP should be a joint discussion of what we jointly need to do to get you, the employee, to be performing to my standard, the organisational objectives and your best level.

Importance of people performance management

- Investing your time in managing the performance of your employees ensures that your team and organisation deliver excellent products and services. There is also an external flow on effect in terms of health and wellbeing for your employees

- You are responsible for knowing if your team members are performing well i.e. conducting themselves in a way that is guided by the values important to your organisation, the KPI's they are given, your expectations as the team leader and your team members' personal aspirations
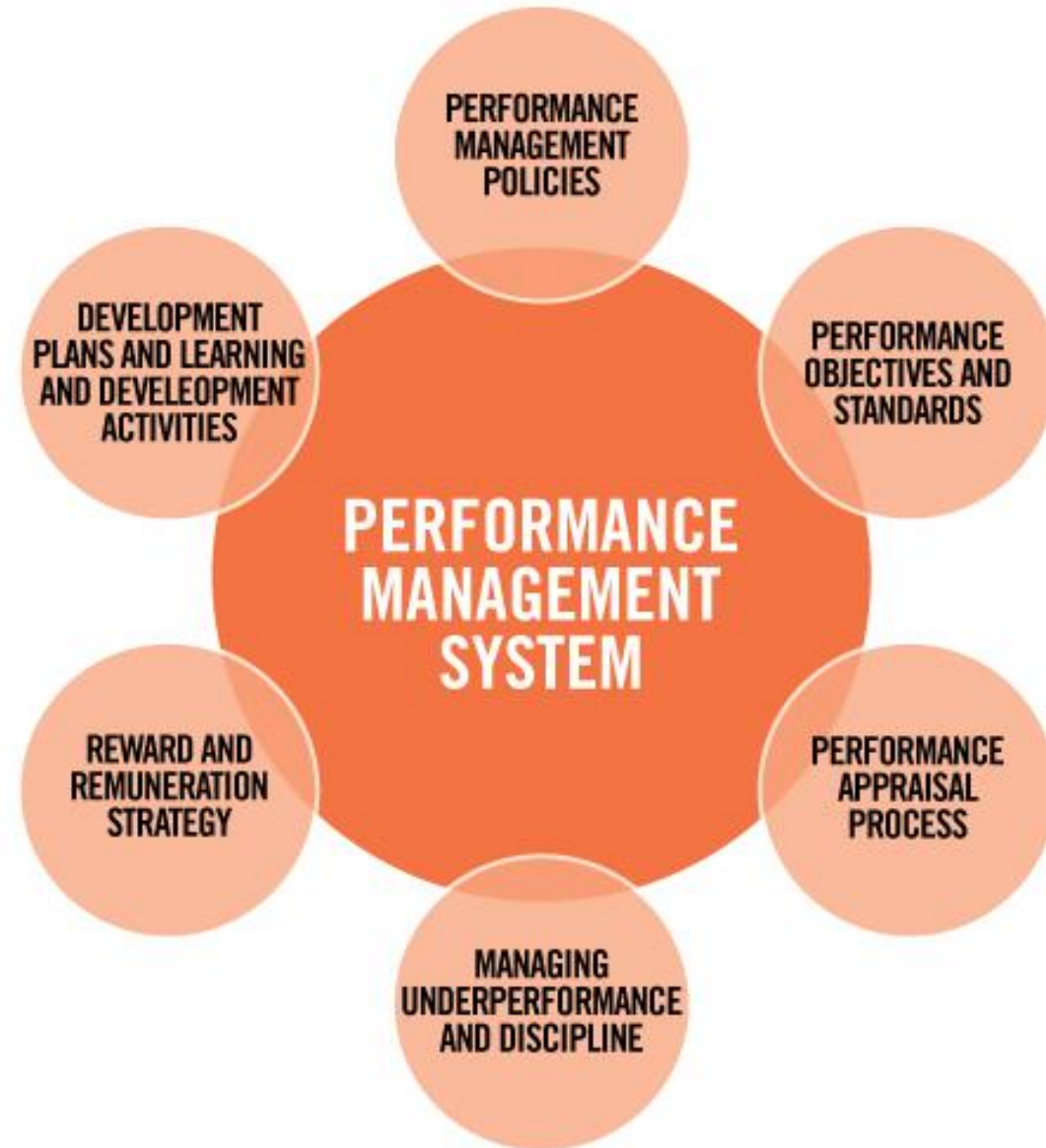
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The Process Simplified

Allocate work

Assess performance

Provide feedback

Manage follow up

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Resource management

- Resources are the inputs that enable a business to operate and to produce outputs
  - **Inputs:** Time, Personnel, Knowledge and Competence, Money, Data
  - **Processes:** Planning, Consultation and Collaboration
  - **Outputs:** Useable plans, Contingency Plans and Strategies
  - **Outcomes:** Goal achievement

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Resource management

- Effective resource management is a key to high levels of production and productivity.

- It implies accountability.

- So when allocating resources have a clear understanding of the organisation's vision and goals and the needs, wants and expectations of customers and clients.

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Strategies to manage resource

- Ensure high quality recruitment and selection processes are in place to ensure that skilled, suitable people are employed

- Provide suitable induction, and ongoing training to ensure that skills and knowledge are applied in the most useful ways

- Deploy staff by matching task and role allocations with employee skills and with organisational needs

- Remunerate all staff appropriately and provide acceptable working conditions

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Your job (the Manager) in effective resource management

- Support trained personnel so they can do their jobs without constraints

- Encourage self-monitoring and self-management

- Measure and regularly monitor performance fairly and equitably against known KPI's and stated expectations

- Involve people in goal setting, planning, budgets, KPI's and resource monitoring and knowledge and information sharing

- Make staff feel valued, show you care about their work and are happy to contribute

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Organisational processes

- To make the organisation's processes work properly, management must:
  - Plan
  - Collect and analyse data and information
  - Monitor, assess, evaluate and record customer needs and expectations
  - Design and implement effective human resource management techniques
  - Develop efficient core process management procedures (controls)
- Every person in an organisation is employed to deliver results which contribute to the organisation as a whole

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Where should I start? … Assess Performance

- Begin by knowing why managing the performance of your team is important, how it works and what your role is.

- As a manager it is important to first:
  - Be clear what your organisation expects from you as a manager of employees
  - Have a sense of what good people performance management (PPM) looks like in practice
  - Understand what mechanisms and processes (if any) already exist in your organisation to help you manage performance
  - Reflect on the culture within your team and organisation
  - Think about your employees not just as employees but as people
  - Know where you can go for information, support and training.

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Managing performance – your role

- People performance management is done well when you:
  - Have meaningful engagement with employees throughout their employment
  - Clearly set out what is expected of an employee in their role and what the employee can expect for you as their manager
  - Have regular open and honest two – way conversations about performance and assess the performance of employees consistently, equitably and fairly
  - Discuss and provide employees with appropriate learning and development (and any other tools and support) they need to do their job and to realise there full potential

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Managing performance – continued

- People performance management is done well when you:
  - Lead a positive workplace culture by example and role model the right values and behaviours
  - Have performance management processes in place that are well communicated and effective (including key supporting process such as induction, supervision, appraisal, etc.)
  - Have the right mechanisms, training, knowledge and confidence for managing all types of performance
  - Have employees that understand the purpose of their role and take responsibility for their performance at work.

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Indicators on how well your people perform

- What people who buy your products or use your service say about their experience
- What your employees think about their workplace culture and whether they feel motivated, supported and responsible for their performance
- Whether your employees stay or leave your team and the sickness absenteeism and presenteeism levels
- Feedback from your line manager on how well you and your team are meeting goals
- Productivity and achievement of goals

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Consultation – Critical to effective performance management

- To manage people and ensure that work gets done it is necessary to consult with a range of people

- As a result it becomes possible to plan work and identify the best allocation of resources

- Consultative processes enable managers to identify:
  - The individuals and groups who have the skills and knowledge needed to complete to the work necessary standards
  - The resources that the various groups and individuals in the organisation will require so they can do their work
  - What you need to do to ensure your requirement will be met.

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Providing feedback - Consultation vs Communication

- An effective team leader/manager/supervisor consults **WITH** employees about critical issues where they want buy in.

- An effective team leader/manager/supervisor communicates **TO** employees about relevant operational issues so that everyone is on the same page.

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Consultation – defined

- Under OHS/WHS legislation consultation means that 'employers must share information with employees, give them a reasonable opportunity to express their views and take those views into account.

- Consultation gives value and credence to their ideas and inputs by:
  - Making them feel valued
  - Encouraging ownership of improvement needs and problem solving
  - Making them aware that they contribute to the 'big picture' goal achievement of the organisation
  - Enabling awareness of the goal setting and planning procedures
  - Providing a means for communicating targets and objectives
  - Providing a link between management and work that enables realistic goals and targets to be set
  - Motivating higher discretionary input

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Consultation – how to achieve it

- Opportunities for individuals and work groups to contribute might include:
  - Meetings
  - Brainstorming
  - Project groups
  - Budget and forecasting meetings
  - Formal and informal consultations
  - The Performance Management Process

Making time for people performance management

- Line managers' job descriptions may differ from role to role and from organisation to organisation but a fundamental responsibility of any people manager is making time for people performance management.

- **Managing performance is not an 'add on' to your other responsibilities – it is an essential part of your role.**

- Your own line manager should help you to ensure you have the times to devote to people performance management.

Managing excellent performing employees

- If you take over responsibility for managing employees, you might find it helpful to see what your predecessor says about the team

- Knowing what past performance looked like, can be an indicator to future performance

- While this information is helpful, always come to your own conclusions about each employee and their ability

Making time for people performance management

- Taking time to recruit, induct, train, supervise, appraise and give feedback on performance as the need arises will help to ensure that your employees are equipped, motivated, engaged and know what is expected of them.

- Prioritising PPM also helps to reinforce peoples sense of its importance and that their contribution is valued.

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Helpful hints

- Show your employees that you prioritise performance management, for instance do everything possible to keep appointments with employees and not be tempted to cancel or postpone.

- Regularly engage in conversation with employees as appropriate – to talk and to listen.

- Make sure you are approachable and that it is clear to staff that you are also happy to make time to listen outside of formal meetings, should an urgent need arise ahead of the next 'scheduled appointment'.

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Helpful hints

- Manage with fairness.
- Do not discriminate against employees in the way, or how frequently, you manage their performance, including because of their:
  - Age
  - Race
  - Sex
  - Disability
  - Religion or belief
  - Sexual orientation
  - Marriage and civil partnership
  - Pregnancy and maternity

Set the tone and help to create conditions for a positive team culture

- **Role model** the values and behaviours of your organisation
- **Get the right people** with the right values in your team
- **Communicate what is expected** of the service, team and individuals within the team. Agree on how you will support, facilitate, and review progress to ensure the right standards are maintained every day
- Support and encourage your employees to **see the bigger picture**, to appreciate why they are important and the purpose of their role. This will help to keep your employees motivated, feeling valued and empowered to perform to their full potential
- **Equip employees to do their jobs**, to ensure that they know what to do, how to do it and have the skills, knowledge and motivation to realise their full potential.
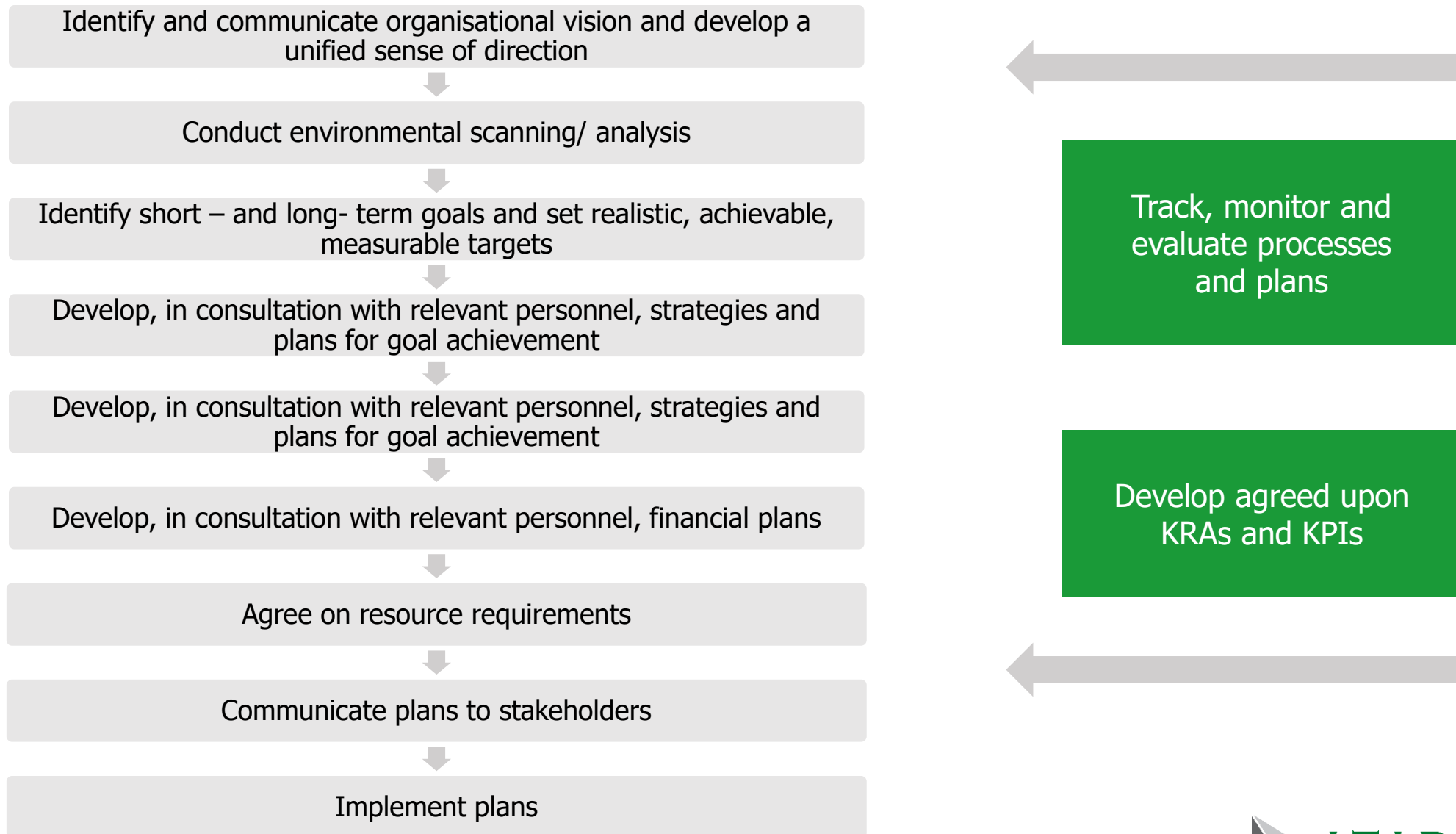
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Operational plans

- Operational plans are work plans and they are made to determine what will be done, when and how it will be done and by whom

- These are set by identifying work goals or targets then determining what steps you will take, when you will take them and how you will take them

- The business and strategic plans for the organisation have an external focus and relate to the intentions and aspirations for the organisation

- The operational plan(s) supports these business goals

Operational plans are internally focused

- Operational plans relate to:
  - Organisational structure
  - Management teams and gaps
  - Strategy implementation
  - Process designs
  - Control and direction
  - Production
  - Productivity
  - Milestones
  - Using workforce and work hours effectively and efficiently
  - Workload ratios
  - Deployment of technology and other resources, including human resources
  - Budgeting and forecasting within departments/sections

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The business planning system

Identify and communicate organisational vision and develop a unified sense of direction

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Conduct environmental scanning/ analysis

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Identify short – and long- term goals and set realistic, achievable, measurable targets

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Develop, in consultation with relevant personnel, strategies and plans for goal achievement

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Develop, in consultation with relevant personnel, strategies and plans for goal achievement

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Develop, in consultation with relevant personnel, financial plans

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Agree on resource requirements

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Communicate plans to stakeholders

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Implement plans

Track, monitor and evaluate processes and plans

Develop agreed upon KRAs and KPIs

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Performance management plans

- To achieve all this performance management plans and systems are necessary
- Performance management is the process of aligning the activities of people in the workplace with the achievement of organisational objectives
- Performance management systems enable management to track, monitor and evaluate work to ensure that it is contributing toward the success of the organisation
- They can involve documented performance plans for individuals
- Work must have goal and target oriented goals that are realistic, achievable and have timeframes attached
- Work must be allocated on a fair basis taking into account employee experience, expertise, skills, knowledge and understanding of workloads

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Performance management plans

- Employees should be fully briefed and given the opportunity to ask questions, seek clarification and make suggestions

- Ensure they understand the level of performance expected (KPI's) and that they understand the performance management processes

- Provide prompt and constructive feedback and reinforcement

- Support employees in identifying and dealing with problems and unforeseen events

- When necessary, provide additional support and/or resources to aid productivity, completion of work and fulfilment of output targets

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Allocating work

- Allocate work according to availability of resources and skills of employees

- Optimise the resources and the skills of the employees available

- Clearly define group/team and individual responsibilities and limits of authority

- Make sure employee understand their own responsibilities

- Provide learning and development opportunities within the work allocated

- Provide opportunities for employees to develop new skills they will need in the future

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Allocating work

- Brief employees on their work in a manner and at a level and pace which is appropriate

- Inexperienced or less confident people might need a more detailed briefing

- Encourage people to seek clarification

- Check on their understanding and give them opportunities to ask questions

- Provide access to people who can help them meet their objectives

Allocating work

- Provide the right level of supervision and delegate authority appropriately
- Ensure that work allocations are realistic, fair and with the capacities of staff
- Consult with staff regarding resource needs
- Carefully calculate the time, cost and criticality of the work to ensure appropriate resources are allocated
- Monitor costs and work

Code of conduct

- A code of conduct is a set of rules outlining the responsibilities of proper practice

- It provides a guide to staff for appropriate behaviours

- The code establishes standards by which staff and management conduct themselves

- It should be understood by all staff and will impact on the way they do their work and on the performance standards expected from staff

Managing excellent performing employees

- As a manager, your role is to support employees to reach their full potential

- A high-performing employee will stand out to you – they consistently exceed expectations, and are the person you call upon because they have a track record of getting the job done.

- They're great at their job and take responsibility for it – they are willing to 'go the extra mile', and take pride in their accomplishments.

- BUT DO NOT IGNORE THE HIGH PERFORMING INDIAN WHO WORKS TO LIVE THEY ARE NO UNAMBITIOUS BUT CONTENT WITH WHERE THEY ARE AT

Before the Assessment begins

- Confirm with staff the performance and work outputs required, including:
  - **Controls:** such as providing direction and maintaining quality and standards
  - **Financial monitoring:** applying financial controls to monitor progress. The most common controls are activity or cost-centred budgets and actual expenditure reports or financial statements for the activity or cost centre
  - **Supply performance measures:** qualitative (customer satisfaction and product quality) and quantitative (order-to-delivery lead time, supply chain response time, flexibility, resource utilisation, delivery performance)
  - **Non-financial performance measures:** includes cycle time, customer service level, inventory levels, resource performance
  - **Customer service levels**
  - **Quality:** mapping resource management against customer satisfaction
  - **Manager expectations:** what do I want and expect?

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Assess performance

- Performance management is an ongoing process of identifying, evaluating and developing the work performance of employees and teams

- It is also the mechanism whereby all employees and teams can benefit in terms of recognition, receiving feedback, career planning and personal development

- Two key components need to be in place to effectively measure and manage performance:
  - The right organisational structure
  - The ability to use performance measurement results to actually bring about change/improved performance in the organisation

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Performance standards

- Performance standards are based on:
  - Knowledge of customer needs, wants and expectations
  - The capabilities of management and staff
  - General practice within the industry
  - Process information from industry groups, government bodies etc.
  - The learning opportunities available to management and staff
  - Designated quality standards
  - Benchmarking practices
  - Business results
  - Budgetary performance

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Performance indicators – standards

- When measuring work output you need to develop and communicate a comprehensive set of measures or indicators to:
  - Establish and clarify performance standards so that all personnel know what is expected
  - Enable measurement and comparison of performance against objectives
  - Enable measurement and comparison of performance against benchmarks
  - Identify performance gaps – areas for improvement
  - Identify successful operation areas
  - Capture the factors that lead to improved customer, operational and financial performance through understanding of current successes. Problems and projections

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Performance indicators

- In setting those standards it is necessary to:
  - Identify and understand organisational goals
  - Identify specific work targets and objectives
  - Identify and agree on expected outputs and outcomes of work
  - Determine what aspects of your performance need to be measured, monitored and evaluated
  - Identify and agree on measurement criteria – KPI's
  - Collect data and information that will aid in measuring and assessing your performance
  - Use feedback and performance assessment information to continuously improve performance

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Key performance indicators (KPI's)

- Key performance indicators are the measurable characteristics of performance that should capture factors that lead to improved customer, operational and financial performance

Performance standard

- Performance standards are based on
  - Cost effectiveness of all services that make up the input to an organisation
  - The actions that are directed to providing customer service and quality output
  - The effectiveness of processes and systems
  - Team and individual work performances
  - Innovation and inventiveness in all sectors of the organisation
  - Resource use
  - Waste, mistakes and rework
  - Supplier performance
  - Customer satisfaction
  - Organisational health and employee satisfaction

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Key performance indicators

- KPI's also provide for the measurement of good or outstanding knowledge

- Where employees reach and/or exceed the required standards, this should be acknowledged

- If it is not acknowledged, staff soon learn that it is not worth making any extra effort!

- Performance measurement systems should be positive, not punitive

Assess performance

- Performance results can be used to identify gaps between specific strategic objectives and/or annual goals and actual achievement
- A performance management system should be developed that is positive, not punitive
- The most successful performance management systems are learning systems that help the organisation identify what works – and what does not
- Continue with and improve on what is working and repair or replace what is not working
- Performance management must not be subverted just to identify poor performers or to administer sanctions

Observing employee's performance

- Observation of performance should not be something that happens only as part of an induction program or probationary period

- Use observation as an ongoing mechanism to assess and address performance – it can help you to build a good sense of awareness of an employee's performance based on real examples and evidence

- Your observations will help to inform discussion in formal performance reviews – it will provide you with an opportunity to offer early praise for a job well done and give constructive feedback

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Observing employee's performance

- When your observations need to take on a more formal nature, it's helpful to have a written record of your observations which can be discussed with your employee

- This will assist you in coming to a rounded view of an employee's ability and help you identify when an employee is performing well or not meeting expectations

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Performance management methods

- Job description method
  - In it's simplest form, provides a list of duties that the job-holder must perform
  - The appraiser ticks those that are being performed and puts a cross against those that require improvement
  - It is quick and easy and highlights training needs

- Critical incident method
  - They are based on a record of important incidents, both positive and negative, which have occurred during the appraisal period
  - A shortcoming of this method is that people often believe only negative incidents should be recorded, with positive incidents being seen merely as normal job performance

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Performance management methods

- Essay method
  - A few paragraphs are written about each employee, usually according to set guidelines
  - This method requires a lot of thought and care and can be time consuming
  - If the appraiser is not a good writer, employees might suffer by comparison with this rated by appraisers who write well

- Comparison method
  - This compares each employee with all the others in a section against set criteria
  - As it is difficult to compare every individual with every other one, some ranking methods only place employees into the top third, middle third and lowest third instead of ranking each employee individually

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Performance management methods

- Rating scale method
  - An appraiser rates specified skills and abilities of each employee according to a defined scale
  - This is an easy method to use and allows quick comparison between employees
  - The danger here is a tendency of some appraisers to rate all employees similarly, that is, to rate in a hard or lenient way

- 360 degree evaluations
  - This a performance evaluation process that taps the collective wisdom of the workforce, allowing management to leverage the potential of each employee and to eliminate reporting bias.

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Developing formal performance evaluation processes

- Explain and communicate the process so that it is clearly understood and accepted by all individuals
- Meet with individuals to discuss results and develop a self-plan which uses their defined strengths to overcome personal challenges
- Identify the appropriate number of employees who will participate in the process
- Conduct the evaluations with, and collecting information from manager/s, peers and subordinates
- Analyse the collected information to identify consensus strengths and weaknesses of the evaluated individuals
- Set clear evaluation criteria
- Implement procedures for self evaluation
- Conduct periodic evaluations to measure and ensure progress

Participative performance evaluation

- The best performance control occurs as a result of participative performance evaluation, where those who do the job and know the operating conditions best, participate in setting standards and measuring their own performance

- When conducting performance evaluations both managers and employees must have a clear agreement and understanding of the performance expectations, evaluation process and implications

- Performance evaluations are not necessarily intended to evaluate every aspect of a job or role in detail

- Determine the factors which are critical to good performance and concentrate on those vital areas

- Success of the individual in the workplace requires collaborative relationships with managers, peers and subordinates

Monitor performance

- Managers should not enter into a performance review with only cursory knowledge of a workers contributions

- They should keep files relating to the employees strengths, weaknesses, successes and areas for improvement

- So too, should employees, so both can attend the performance appraisal knowing they can discuss performance from a basis of fact and justification

- If your system yields surprise, something's wrong. The annual review should be a confirmation of what has already occurred. The best processes reinforce ongoing feedback.

Review performance

- As a result of an appraisal or review, plans for the next year can be drawn up

- Include important goals, creative project ideas, as well as the employees hopes for the future

- Discuss career pathways and methods of achieving objectives

- Discuss learning and training you follow through with them

Performance management and business planning

- The performance management system has a strong link to the business planning process

- To reinforce the business links, performance management must directly relate to:
  - Vision and mission
  - Organisational values
  - Business goals and business strategies
  - Standards and quality expectations
  - Timelines that are relevant to the business

- Performance management systems help to harness and direct the energies and activities of staff, focusing on the achievement of organisational goals

Performance counselling meeting

- Refer to any previous discussion, recorded noted, agreements and plans
- If a written performance plan was drawn up, all attending should have an up to date copy
- Clearly explain the problem in terms of performance and outcomes that relate to the plan and to the performance agreement
- Clearly explain what areas of performance are still not meeting expectations
- Give praise for any improvements that have been made
- Ask the employee to give their perspective/opinion
- Give them the opportunity to ask questions and offer ideas

- Reaffirm that they are valued and that your intention is to work to achieve a mutually satisfactory resolution
- Make sure that the employee understands you are not happy with their progress overall and that appropriate improvements must be made
- Ask again what you can do help
- Be prepared to support the employee
- Determine and document a new agreed improvement plan with specified timeframes and dates for re-evaluation
- Organise follow up meetings and progress evaluations
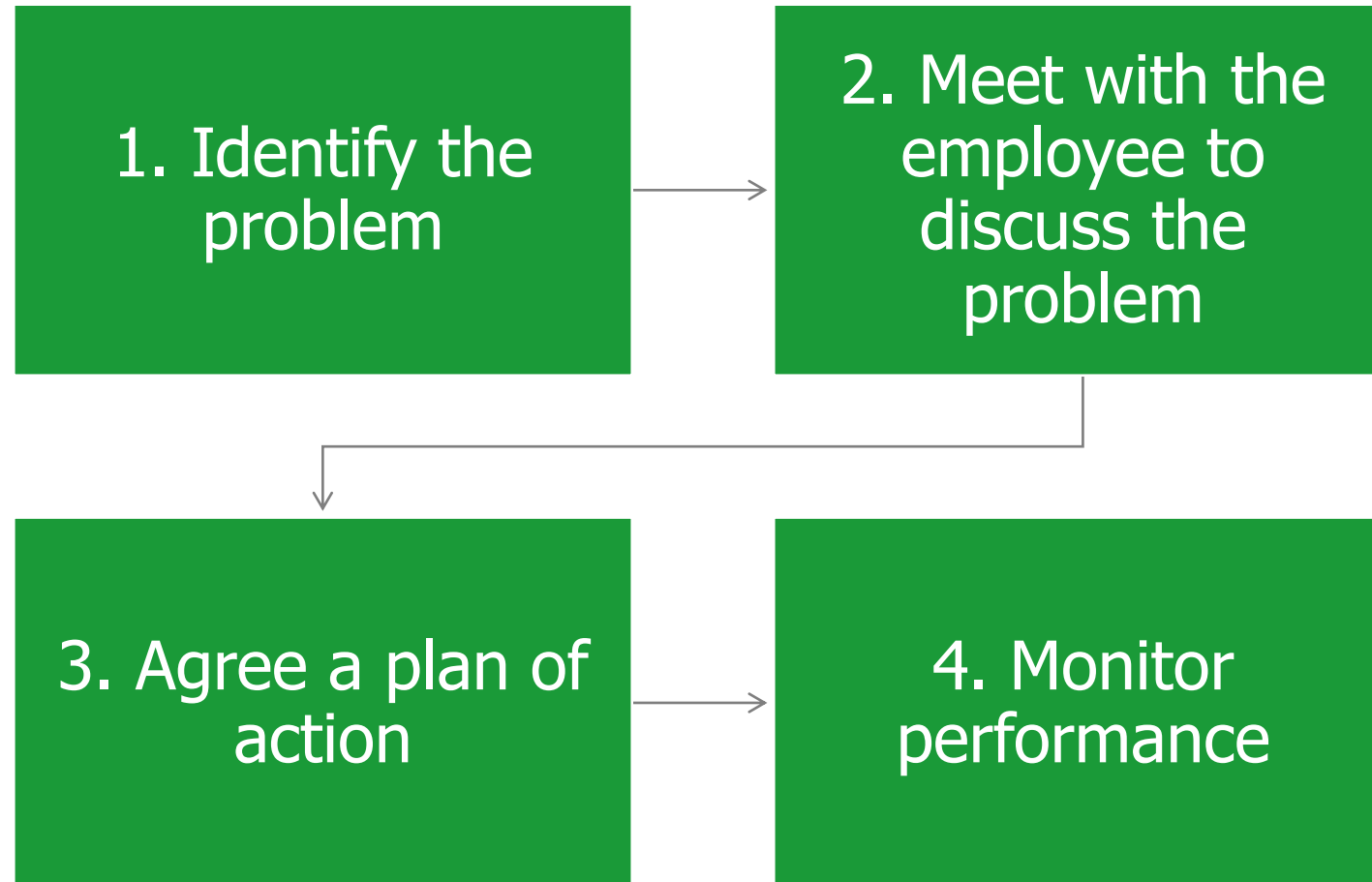- Document and record all discussion and outcomes

Performance counselling meeting

- You may need to consider alternative problem solutions:
  - Time off – to rest, and reassess
  - Delegation of some tasks to others
  - Job restructuring
  - Transfer to another team, department or section
  - Retraining for other positions
  - Professional counselling

- Progressive discipline is the process of using increasingly severe steps or measures when an employee fails to correct a problem after being given a reasonable opportunity to do so

- The underlying principle of sound progressive discipline is to use the least severe action necessary to correct an undesirable situation

- Increase the severity of the action only if the condition is not corrected

Performance counselling meeting

- It is acceptable to have a witness or note-take present when meeting with an employee during the progressive discipline process

- The witness should not be a peer of the employee, however, the employee might organise to have their own witness present

- Human resources personnel should be consulted if the process reaches the stage of suspension and/or termination

- Accurate, complete and up to date records should always be kept of all interaction with the employee and of any actions that result from the disciplinary action

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Four-step model for informally addressing performance problems

1. Identify the problem

2. Meet with the employee to discuss the problem

3. Agree a plan of action

4. Monitor performance

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Addressing performance problems

- It is important to correctly and specifically identify the performance problem.

- Ask yourself:
  - How serious is the problem?
  - How long has the problem existed?
  - How wide is the gap between what is expected of the role and what is being done by the employee?
  - Are there external factors causing the employee's underperformance? e.g. systems and processes, financial constraints etc.
  - Am I at fault?

Provide feedback … There should be no surprises!

- Feedback is the information that is given to people to let them know what they are doing well and what needs to improve
- Feedback is not a criticism
- It should not be threatening and should not be used as a form of punishment
- It should be given consistently and frequently and can be formal or informal
- It should be specific. Balanced and used to address performance, not personalities or character traits
- Giving feedback a day, a week, or even longer after you have observed the actions of an employee is too late
- Feedback is most effective if given as soon as possible after the event to which it relates

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Provide feedback

- On an individual level, we all like to know how well we are performing – whether we are meeting or exceeding standards

- We also need to know that our efforts have at least been noticed

- Positive feedback reinforces good work practice/behaviour that encourages us to continuing improvement

- Improved working conditions, increased responsibility, promotion, new work tasks, the opportunity to develop new skills or to gain a qualification are all methods of recognising employee contribution

- Not only do they benefit the employee, but they also benefit the organisation

Provide feedback

- Employees who feel ignored will soon stop caring about their performance levels and quality
- They are more likely to take time off, waste time, make personal phone calls and internet contacts at work
- Customer service levels will drop and relationships in the workplace might become strained
- Unhappy employees will stop putting in extra time to complete jobs
- Recruitment, selection and training of new employees is far more costly that giving credit to the people who already have the knowledge and skills within your organisation
- 'Thank you' goes a long way toward letting people know that you appreciate their contribution

Constructive feedback

- Constructive feedback – which does not imply punishment or threat – offers opportunities for performance improvement

- This is achieved through constructive strategy development, which is designed to improve or change inappropriate or incorrect work practice

- By providing constructive feedback, it can help employees improve their performance and change any non-productive behaviour

- Simply telling someone they are not doing something correctly will generate resentment and make the person feel defensive

- Use supportive, non-discriminatory language and make instructions supportive, not critical

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Feedback hamburger
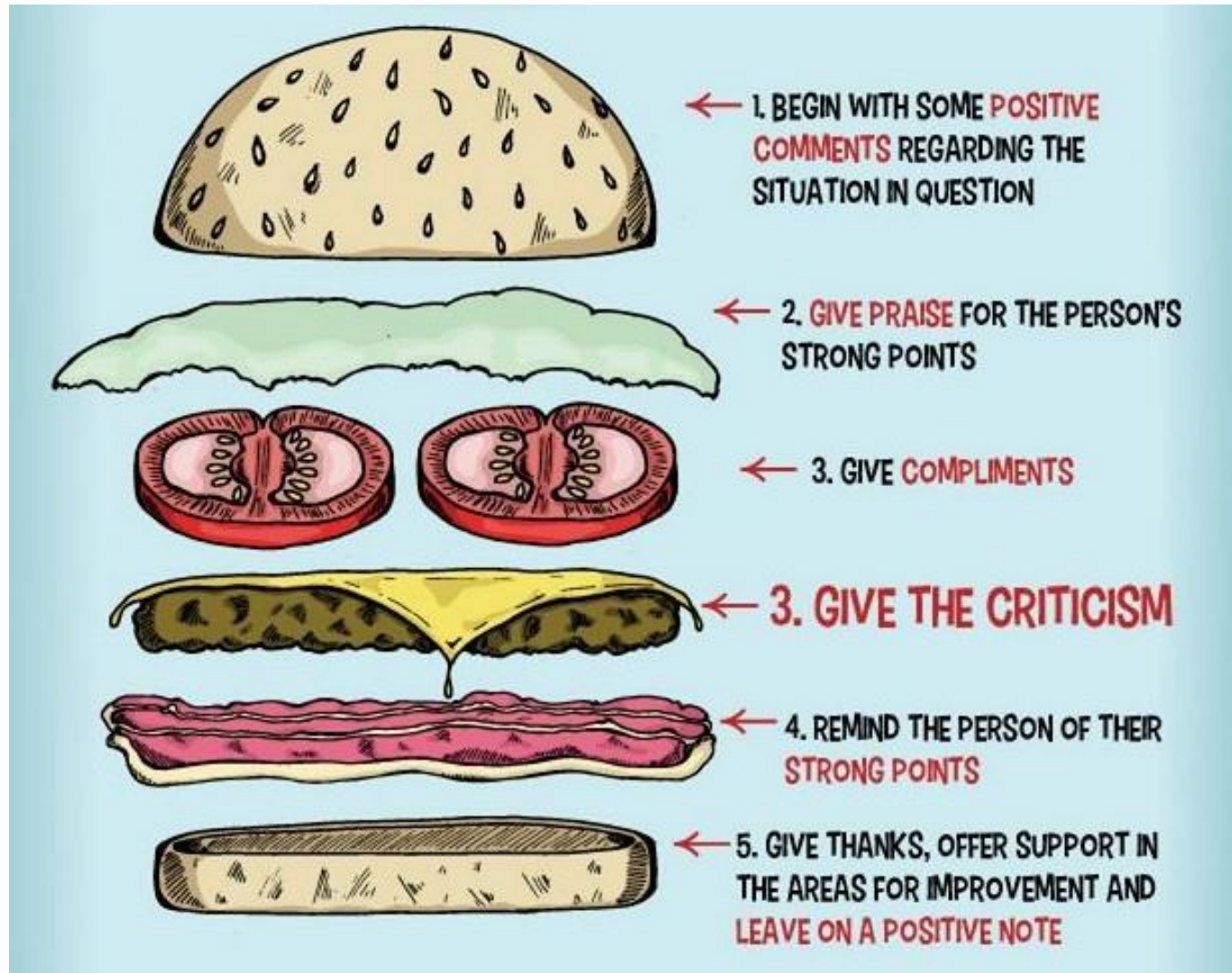
Feedback hamburger

- Start with something positive (however minor) and end with something positive/constructive

- Acknowledge the things the employee has done correctly

- Go on to explain the corrections that need to be made, so that performance will assist in generating a positive and encouraging approach

- Finish by reinforcing the correct behaviours, or a particular aspect of those behaviours

- Give positive feedback in public, constructive feedback in private

Seeking feedback

- Be proactive in seeking feedback about your own performance and about your management/leadership style

- Observe the responses to your behaviour in the workplace

- If people go the trouble of giving you feedback, follow through

- Ignore feedback and they will probably never go to the trouble again and you will not improve your behaviours

- When you ask for feedback expect honest responses and respect the responses. Do not react defensively – react with the attitude that reflect inquiry and a real desire to learn

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Helpful hints

- Get to know your team

- Find out what motivates them and what their aspirations are, so you can support, encourage and help them to develop

- Thing of ways in which you can give recognition

- Be mindful of the ways in which employees prefer to receive recognition – some will not appreciate the 'limelight' of other team members being around

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Helpful hints

- Excellent employees will not require as much direction or coaching, but it is important to monitor pressures on them, and pay attention to their wellbeing

- Your team will have varied skills, creativity, and perspectives – ask them what they think from time-to-time, and listen to what they have to say

- They way you manage performance should be inclusive and fair to everyone, and decisions should be based on merit

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Performance issues

- When employees are unable to meet goals, or if there is a specific incident, if there is conflict or a complaint etc, then the issue must be addressed immediately

- Performance management, counselling and conflict management processes should be designed to allow employees the opportunity to receive clarification, develop additional skills, confidence or knowledge, or to correct non-productive work practices

- It might be necessary to report, to senior management or human resources, the performance issues and the proposed steps that will be taken to resolve the issue/s that are identified

Reasons for poor performance can be many and varied

- Low level competencies
- Inadequate training
- Inability of workers to perform at the required levels
- Badly structured work teams or groups/personal conflicts
- Poor attitudes of employees
- Personal problems not directly associated with work
- Inability to cope effectively with the instructions of changes, affecting work practices

- Politics that are not understood by employees
- Poor communication and information systems in the organisation
- Management/leadership inadequacies
- Role ambiguity
- Low levels of enthusiasm and morale
- Poor productivity and poor time management
- Time wasting activities

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Introducing underperformance conversations

- 'I have a few concerns and therefore want to discuss these with you.'

- 'I have a sensitive issue I would like to discuss with you.'

- 'I want to help and support you as much as I can, however in order to do this I need to talk to you about what is potentially a very sensitive issue.'

- 'I have something to say to you and feel that in order to be clear with you, I will need to be quite direct, is that okay?'

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Be prepared with helpful phrases

- 'This is what I observe…this is the effect it is having on the department…this is what I need in the future.'

- 'I want to help you…'

- 'In order to move forward can we agree on the following actions?'

- 'Upon reflection I think…'

- 'So what I have heard you say is…'

- 'The consequences of repeated behaviour are…'

- 'Tell me more about that…'

- 'I don't understand, can you expand…'

- 'In summary, the outcome of our discussion is…'

ATAR DESIGN

Coaching

- Providing on the job coaching when necessary can improve performance and confirm excellence in performance

- Employees who are experiencing performance difficulties might benefit from training, coaching or mentoring

- Training and learning opportunities, including coaching and mentoring, should be designed to encourage innovation, pre-empt problem solving activities and empower employees

- Learning should be a collaborative effort, particularly with regard to needs analysis, program development and the setting objectives

ATAR DESIGN

Help is at hand for managers

- If you have HR support they can work with you to plan and commence a formal conduct process. Check your managing performance procedures if you have them, and look at the performance or conduct section.

- If you don't have a HR department or formal policies in place, consider other sources of support, for example, there may be a senior manager or director you can seek advice from within your organisation. There are also a range of external organisations who can offer support and guidance to managers.

ATAR DESIGN

Manage follow up

- Where poor performance is identified it becomes necessary to put plans and procedures in place to change or modify behaviours and inappropriate work practices

- Performance improvement and problem resolutions require planning mechanisms and follow up

- The development of performance plans is a negotiation process

- Managers and employees must cooperate to reach the best agreement and potential outcome for the employee and the organisation

ATAR DESIGN

Do's and Don'ts … Sharing and using information

- Avoid premature judgments
- Separate the people from the problem and the personalities from the issues
- Determine what the true issues and what the negotiable boundaries are
- Focus on interest, needs and issues
- Try to see the situation from the other persons point of view – empathise and respect the other party's position
- Use active listening and open questioning techniques
- Demonstrate a genuine interest in problem solving

Sharing and using information

- Avoid reacting to emotional outbursts, remain calm
- Insist on objective criteria, use fair and equitable standards and procedures
- Encourage the other party to participate in joint problem solving, use feedback and reinforcement to demonstrate goodwill and understanding
- Focus on building a working relationship
- Clearly identify areas of agreement as well as areas of disagreement
- Take time to negotiate a successful solution, be patient and confident

ATAR DESIGN

When an agreement has been reached

- Summarise the areas on which you have reached agreement
- Confirm the agreement and the terms of the agreement
- Put agreements in writing – in the forms of a performance plan
- Ensure the necessary support will be available
- Agree on milestones and on monitoring procedures
- Organise time for follow up meetings

Performance improvement and development action plan

- When drawing up the plan:
  - Define the problem
  - Clearly define and document the duties or behaviours requiring improvement
  - Establish the relevant priorities to consider
  - Identify the standards upon which performance will be measured for each of the duties
  - Establish and agree on short-range and long-range goals and timetables for accomplishing change in performance/behaviour
  - Develop and action plan
  - Establish and agree on periodic review dates
  - Measure actual performance against the standards to determine if expectations are being met, exceeded or not being met
- Establish also, a performance improvement plan file for the employee

Summary

Continuous feedback

- Each organisation needs a system that encourages high performance, motivates high discretionary input and rewards excellence
- The need for regular and continuous acknowledgement and reward must not be ignored
- It is this continuous acknowledgement that reinforces good work practice and ensures its continuance
- Offer sincere thanks – a well deserved pat on the back, a written letter of commendation, some private or public words of appreciation can be very motivating
- This shows that management notices, and cares about employee contribution

ATAR DESIGN

Below standard performance management

- The management of poor performance or underachievement is an essential component of effective people management
- Important aspects of managing issues and problems:
  - Bring issues out into the open so they can actually be resolved
  - Early detection and resolution
  - Identification of the real issues
  - When communicating with employees about performance issues, define the problem in terms of performance and outputs
  - Identifying blocks or potential barriers to change and collaborate to prevent them or to minimise their effect
  - Utilise collaborative action planning and implementation
  - Make sure that appropriate support mechanisms are available as needed
  - Clarify, with the employee their role, position and expectations
  - Set up and agreeing upon, with the employee, mechanisms for future review

Performance counselling

- Performance counselling requires the effective application of conflict management and negotiation skills
- Counselling means giving direction, advice or guidance as to a course of action
- It costs far less to improve a current employee's performance than to recruit and train a new one
- Therefore the effort should be made to counsel employees and provide opportunities for improvement
- Employees who continue to under-perform might require intensive counselling

Performance counselling

- Performance counselling steps include:
  - Collect reliable, valid and unbiased information
  - Notify the employee of the need for THE MEETING meeting and inform them of the reason for the meeting
  - Notify other relevant personnel – managers or HR
  - Ask the employee if they wish to nominate an impartial observer to attend the meeting
  - Set a mutually convenient time and date – it might be, depending on the nature of the problem, best to hold the meeting on neutral ground
- Make sure the employee knows what will be discussed at the meeting

NB If, the employees poor performance has not improved, then it is necessary to communicate this to the employee so they can prepare to attend subsequent meetings

ATAR DESIGN

Manage follow up

- Reinforce excellence in performance through recognition and continuous feedback, monitor and coach individuals with poor performance and provide support where necessary

- When the employee has input into the structure of improvement activities, commitment will be much higher

- If good performance is not acknowledged, employees will start to feel that their effort is neither valued or valuable

- Performance management systems that do not rely on continuous feedback are unfair and will generate resentment and frustration on the part of employees

- Regular and continuous performance monitoring activities enable managers to acknowledge and reinforce good work and to identify problems as they occur

ATAR DESIGN