



PERFORMANCE MANAGEMENT

COURSE OBJECTIVES

Business organisations all around the world have been carrying out certain activities for many years:

- Managers and supervisors have been conducting performance appraisals
- Employees have been attending training sessions

Integrate performance management within the overall management of an organisation.

These activities are often done mostly for the sake of doing them rather than adding directly to the desired results of the organisation. The practice of performance management reveals that being busy is not the same thing as producing results. It also shows us that training, strong commitment and plenty of hard work alone, do not amount to results. Performance Management redirects our efforts from busyness toward effectiveness. This course will help you design or improve your performance management to ensure it is producing the quantitative and qualitative business results required for your organisation.

COURSE OUTCOMES

After completing this course, the participants should:

- Formulate performance standards to be achieved by the team members in relation to the unit's goals, objectives and deliverables
- Ensure performance standards are clear and concise and specify the activities to be performed and the standards to which they are to be performed
- Ensure the performance monitoring system selected is in line with organisation's policies and procedures
- Communicate the system to team members
- Prepare for a performance review
- Gather information required for the performance review

- Conduct a performance review interview
- Ensure that feedback is relevant and fair and communicated in a constructive manner
- Agree upon action plans to address performance gaps
- Follow counselling and coaching procedures to improve performance

COURSE OUTLINES

Purpose of Performance Management

- Performance Management as an integrated process
- Definitions of Performance Management

The Performance Management System – A High Level Overview

- The Mission of Your Organisation
- Integrated Management Model

Performance Management Systems

- Development of an Organisation's Performance Management System
- Approaches Applicable to Developing a Performance Management System
 - Balance Scorecard
 - Key Performance Indicators Approach (KPIs)

Approaches to and Uses of Performance Management

- Measure Individual Performance Management
- Determine Staff Development Needs
- Tool to Monitor the Organisation as a Total System

Problems Associated With Performance Management

- The measurement Problem
- The Judgement Problem
- Performance appraisals demotivate employees
- Objectivity of scores
- Favouritism
- Inconsistency between different managers
- Inconsistency between different departments
- Clarifying Performance Expectations

Planning the Performance Management System

- Performance Management Process Design
- Individual Work Plan – Contents
 - The Job Purpose Statement
 - The Job Description
 - Key Performance Areas (KPAs)
 - The Key Performance Indicators (KPIs)

- Performance Standards
 - Setting Performance goals
 - Specific goals and measure

Implementing and Improving a Performance Management System

- What is Change?
- Organisational Change Management – Preparing To Put Strategy into Action
- Definition of Organisational Change Management
- Phases of Change
- Areas of the Organisation Impacted By Change
- Stakeholder Analysis
- Communication

Conducting a Performance Review/Appraisal

- Gathering Information
- Preparing the Appraisee
- Conducting the Appraisal
- Tips for Conducting the Interview

Giving Feedback

- Personal Barriers to Giving Feedback
- Building trust between appraiser and appraisee
- Ways to Give Feedback
- Giving feedback in a professional & constructive manner
- Being direct, concise and specific
- Tone of voice and bod language
- Receiving Feedback

Building Performance

- The Coaching Interview
- The Job counselling Interview
- The Discipline Interview
- The Performance Appraisal Interview

Individual Development Plan

- Training needs identified
- Career goal planning
- Succession planning

Rewarding Team Performance

- Types of Rewards
- Rewards that reinforce high performance
- Rewards that are achievable and realistic
- Rewards that produce high performing teams