

## Best Practices: Performance Management

The definition of Performance Management: An ongoing, continuous process of communicating and clarifying job responsibilities, priorities, and performance expectations in order to ensure mutual understanding between supervisor and employee. It is a philosophy, which values and encourages employee development through a style of management, which provides frequent feedback and fosters teamwork. It emphasizes communication and focuses on adding value to the organization by promoting improved job performance and encouraging skill development. It involves clarifying the job duties, defining performance standards, and documenting, evaluating and discussing performance with each employee.

### What is Performance Management?

#### Performance Management is:

- Establishing for each position “what” is required to be “meet expectations”.
- Creating goals that clarify responsibilities, priorities, and encourages growth and development for new employees.
- Creates a clear and compelling performance outcome with a supportive set of goals, strategies, and behaviors that promote a strong agency infrastructure.
- Selecting Target Ranges that establish ‘the how’ it looks like to be “meet expectations” in the position.
- Assists managers and supervisors in understanding what is considered “meet expectations” for each position, as well as necessary behaviors to be considered “meet expectations”.
- Allows manager to have a better understanding of the necessary skills and behaviors to look for when hiring for the position.
- Focuses on communication with the employee about not only what is necessary for the job, but also how the job ties to the agency goals, mission statement, vision, and purpose.
- A continuous process throughout the year.
- Addresses through communication to the employee performance as occurs verses once a year.
- Allows members of an agency to understand agency goals and how the performance affects these goals.
- Allows employees to understand how they are performing against their work standards (competencies, target ranges, & goals).
- Recognizes employee performance as occurs.
- Provides fairness and consistency.
- Establishes training requirements.
- Represents a minimum framework of what performance looks like.
- Provides an up-front, objective, mutually understood and accepted basis for reviewing and discussing performance results.
- Reduces misunderstandings between the manager and the employee about what performance results he/she is expected to achieve.
- Specifies each employee’s role in accomplishing tasks that are important for achieving the agency’s goals.
- Provides specific feedback and evaluation of an employee’s performance.
- Identifies and removes obstacles of performance.
- Provides skill and information development and training ensuring access to critical job related information.
- Ensures access to the essential tools and equipment.
- Ensures frequent updates on emerging issues and challenges affecting the employee’s efforts or results.
- Provides ongoing feedback.
- Defines the specific goals, strategies, actions and steps that an employee will need to take to ensure performance is accomplished.
- Deals with results.
- Flexible and adjusts as priorities, goals, and initiatives as well as daily work routines shifts.
- Allows career development activities.
- “Performance management is career planning, learning and development, employee information, involvement and recognition, succession management and recruiting”

## Best Practices: Performance Management

### Performance Management is **NOT**:

- Performance management is **NOT** pay for performance.
- Performance management is **NOT** creating goals, competencies, and target ranges that are too easy to achieve but at the level required to be “meet expectations” in the position.
- Performance management is **NOT** working through target ranges at they learn the job.
- Performance management is **NOT** a one-time event, nor is it only addressed during the “phases” of the new process.
- Performance management is **NOT** an end, but a beginning.

### Why Performance Management? Performance Management Provides:

1. Fair, consistent treatment of all employees.
2. Improves communication between supervisor and employee.
3. Improves job performance and day-to-day performance management.
4. Employee growth and development.
5. Adaptability and flexibility.
6. Monitors performance to judge how well we are doing.
7. The knowledge of goals being met.
8. The ability to take action to affect the employee’s performance or improve performance if improvements are necessary.
9. Conversation about priorities.
10. Honest evaluation of effectiveness.

### BEST PRACTICES:

1. Leadership is critical in deploying effective performance measurement and management systems.
2. Conceptual framework is needed for measure and management.
3. Effective internal and external communication is the key to successful performance.
4. Accountability for results must be clearly assigned and well –understood.
5. Must provide intelligence for decision maker, not just compile data.
6. Should be positive not punitive.
7. Results and process should be shared openly with employee.

### REMEMBER:

1. **Leadership involvement**
2. **Sense of urgency**
3. **Alignment with strategic direction**
4. **Conceptual framework**
5. **Communication**
6. **Employee involvement**