

## **Performance Management**

The ability of an organisation to survive and succeed depends on its most valuable resource- its employees.

Performance management is a vital tool for improving efficiency and the quality of performance of staff. It is also a mechanism through which business objectives are translated into individual and measurable objectives which can be used to develop both the individual and the business. Performance management can provide the opportunity for line managers and employees to feed back to one another and to help identify an individual's development needs and desires. Performance management should be part of daily work life and should not be seen as a tedious or, onerous practice.

### **The Four Key Practices of Performance Management**

#### 1. Setting Direction

Employees should be provided with clarity as to what is required and expected of them. Performance objectives need to be appropriate not only for the individual but also for the team and department within which they work. Objectives should reflect an organisation's overall goals and employees should be made aware that their contribution and efforts really are key.

#### 2. Maintaining informal everyday contact

On a daily basis, managers should attempt to get to know their team members. Managers should try and thank and employees for a job well done and help them to progress and develop by offering support and encouragement as appropriate. Maintaining contact in this way can help managers to address any areas of under-performance.

#### 3. Holding regular one to one meetings

On a regular basis, managers should take the time to sit down with individual employees to review performance and development. Such meetings can be informal sessions although the output should be a written record of the discussion as well as next steps.

#### 4. Conducting formal and regular appraisals

At least annually, managers should formally sit down with individual employees to review performance and development. Such meetings can be informal although the output should be a written record of the discussion as well as next steps.

### **Performance Management FAQs**

**Q: Does a manager have to manage the performance of all team members, or just certain ones?**

A: The performance of all team members should be managed.

**Q: How often should a manager meet with employees?**

A: There is no hard and fast rule on this as long as the meetings as "regular".

**Q: How often should appraisals be conducted?**

A: Employers can choose how often appraisals should be conducted by normally they are conducted at least annually.

**Q: Can I discipline for poor performance?**

A: Yes, but before any action is taking the underperformance should be thoroughly investigated and consideration to whether any support or other measures should be put in place to help the employee.