

PERFORMANCE MANAGEMENT PROCESS



-DR. SUBBA RAO K V

History of Performance Management



- First used to assess the productivity of a worker.
- Rating of performance – Hawthorn Studies
- Management by Objectives – Peter F Drucker.
- Enhancing the power of performance of both individual and the organisation – Beer and Ruh in 1976.

Some definitions



- **Thinking through various facets of performance**
 - Identifying critical dimensions of performance – planning, reviewing, developing and enhancing performance and related competencies.
- **It includes whole cycle of agreeing goals and objectives ;**
 - Providing feedback
 - Offering coaching
 - Advice and motivating staff
 - To perform at a high level
- **It is a process –**
 - Contributing to the effective management of individuals and teams
 - To achieve high levels of organizational performance.

▶ It is a strategic and integrated process

▶ For Sustained success to organizations

- ▶ By improving the performance of the people working in them
- ▶ By developing the capabilities of individual contributors and team.

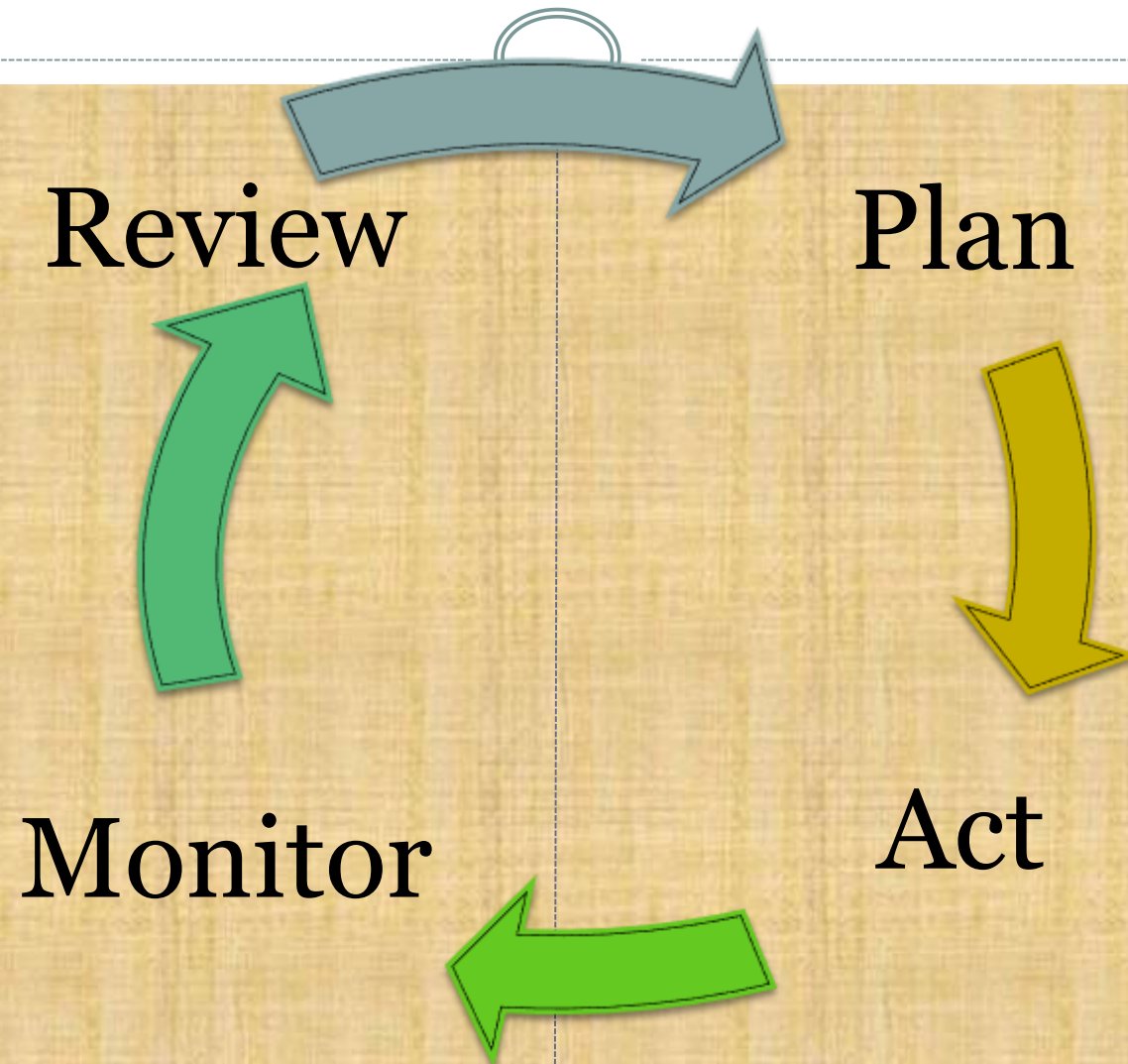
▶ It is a management system

- ▶ Whereby the organization's objectives are set and met
- ▶ By setting objectives for individual employee

In a nut shell, **Performance management**

- a continuous process
- identifying, measuring and developing performance
- linking each individual's performance and objectives
- organizations overall mission and goals.

Diagrammatically



Participants and their needs



H R DEPT.

- ❖ Managers & employees trained on the appraisal process
- ❖ Managers conduct employee reviews to meet deadlines.
- ❖ Assess the ratings given by the managers to fit in the scheme of things.
- ❖ Process employee appeals
- ❖ Provide data to the leadership team.

LINE MANAGERS

- ❖ Prepare assessment for each employee over a period.
- ❖ Fit appraisals into their work schedule
- ❖ Finalize the feedback to give each employee based on performance
- ❖ Deal with delinquents
- ❖ Prepare documentation on each employee

EMPLOYEE

- ❖ Evidence of their contribution and successes
- ❖ Plan to discuss their career development
- ❖ Approach grievances with management
- ❖ Avoid confrontation by looking for another job.

Problems / issues

1. POOR JUDGEMENT BY THE APPRAISER.
2. LACK OF PERFORMANCE FEEDBACK.
3. INADEQUATE RESOURCES
4. UNREALISTIC EXPECTATIONS.
5. FAILURE TO COMMUNICATE THE PERFORMANCE EXPECTATIONS
6. HARASSMENT
7. BIAS IN RATING
8. LACK OF ATTENTION
9. UNFAIR TREATMENT TO EMPLOYEE(S)
10. ORGANIZATIONAL CULTURE

Components of Performance Management system



- Develop clear job description and employee recruitment plan.
- Recruit the right candidate by conducting SWOT analysis.
- Offer the right candidate the right atmosphere to work.
- Conduct employee orientation or induction programme.
- Provide continuous training and education
- Conduct periodical performance development planning discussions.
- Design effective compensation and recognition systems.
- Provide promotional/career development opportunities.
- Conduct exit interviews to know WHY employees leave.



THANK YOU