

An evidence based approach to developing & implementing performance management

Simon Fishwick
University of
Tasmania





Introduction

- My background (bridging theory – performance gap);
- Approach from TFS;
- Request for evidence based approach to developing performance management;
- Theoretical & practical issues to be considered



DEFINITION

Performance Management:

“A strategy and process that identifies, evaluates and develops employee performance to meet employee and organisational objectives”

Dessler, Griffiths & Lloyd-Walker 2004:258



Key Assumptions

- Performance can be defined and measured;
- Organisational performance equals the sum of individual performance;
- Employees have the same (or at least compatible) objectives as the organisation;
- A performance management system can motivate employees to improve performance;
- Managers have the capability to motivate employees;
- Employees want to perform better and work harder (that is the assumption that work is a central life interest);
- Most people are good performers: at least 80% of people are competent at least 80% of the time.



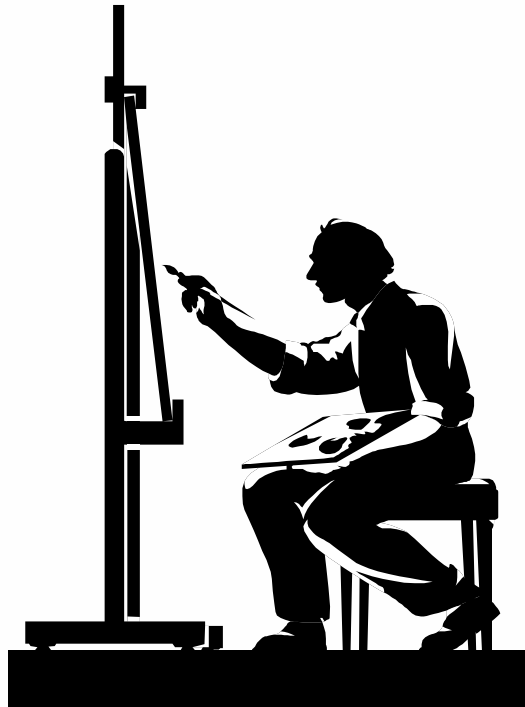
PRECONDITIONS for PERFORMANCE MANAGEMENT

- **Effective strategic and business plans;**
- **Integrated approach to HR;**
- **Leadership support and style compatible with PM system chosen;**
- **Organisational culture supportive of PM, particularly one that promotes feedback;**
- **Certain levels of TRUST;**
- **Clear and Consistent objectives;**
- **Poor performance and addressing grievance.**



THEMES in PERFORMANCE MANAGEMENT

- **People are responsible for their performance;**
- **The organisation is responsible for providing the environment to allow optimal performance;**
- **“No surprises”;**
- **Self and Supervisory rating – joint approach;**
- **Integration & flexibility;**
- **Importance of organisational context;**
- **Answer the WIIFM question.**



A great master? I haven't been fed today!



Who does What

- Training & support for the line;
- Role of the HR function;
- Impact of HR practices as a “bundle”
- The centrality of manager/employee relationship;
- Feedback – “line of sight”



Feedback

- *Context of feedback;*
- *What feedback does;*
- *Feedback and relationships;*
- *Differing responses to feedback.*



Vision, values, strategy &
“espoused” culture



HR policies: attraction, selection, development, performance
management, OH&S, workplace relations, EEO, etc



Implementation by Line Managers
(demonstrated support for policies)



Response by employees



Why Performance Management “fails”

- Lack of top management support
- Lack of relevance to managers/employees
- Rater bias/ Perceptions of unfairness
- Excessive paperwork (too time consuming)
- Conflicting purposes
- Dislike of face-to-face confrontation
- Lack of training
- Lack of employee ownership
- Being seen as a ritual

(Williams, 2002)

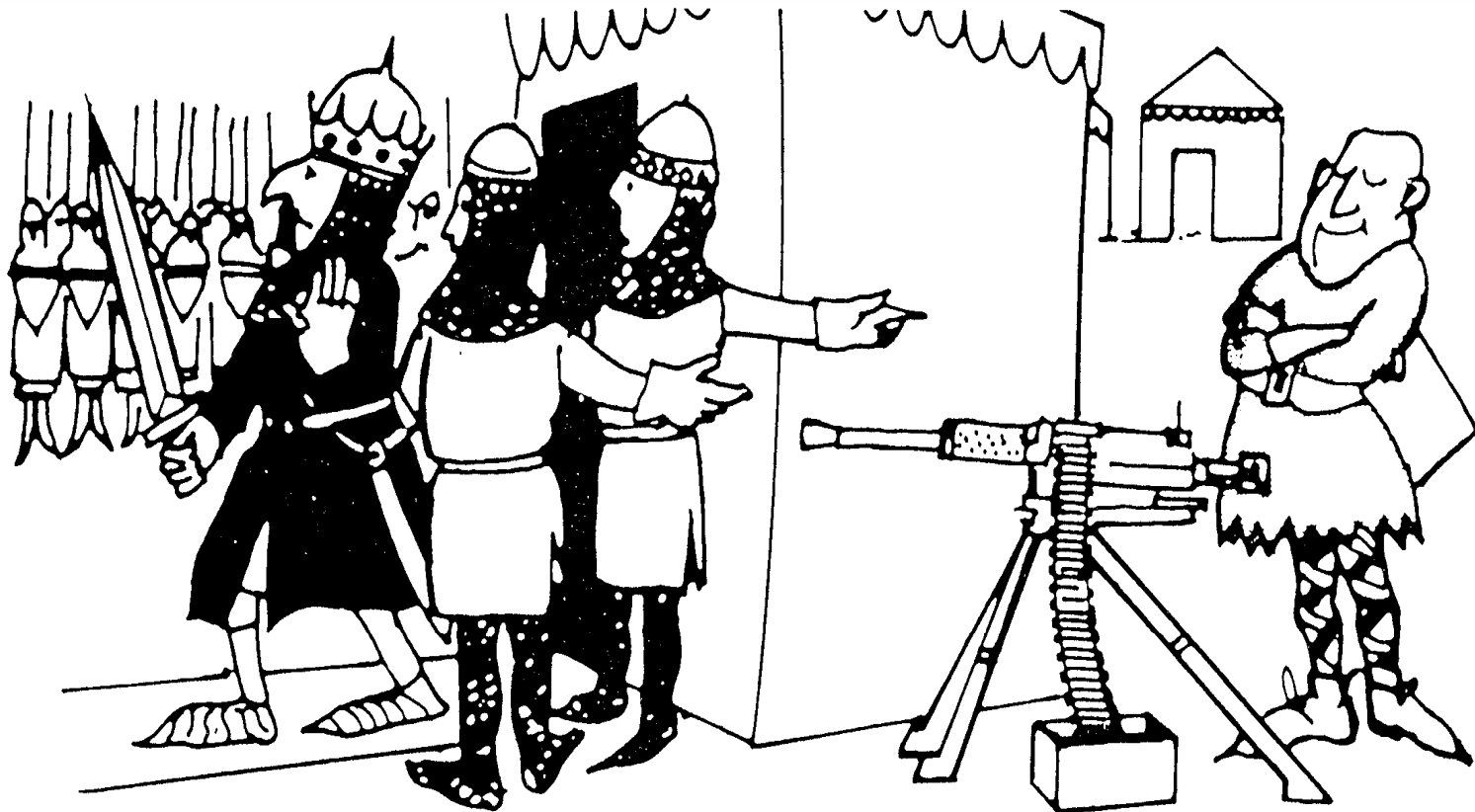


KEY QUOTES

- **You get loyalty and commitment from people by giving it to them;**
- **People do what gets measured and rewarded;**
- **You don't manage people – you lead them;**
- **You must be able to answer the question: What's in it for Me (WIIFM)?**



Employees have good ideas



"Tell him – 'We haven't got time for any of his bright ideas – we've got a battle on our hands'."



Conclusions and next steps

- It's taking a long time;
- Integrating theory & practice has made a difference;
- Employee response been strongly positive;
- Task to integrate approach into “day to day” working relationships: “how things are done around here”;
- A critical mass of supportive staff needed prior to introduction;
- A broadly based working party and trials are good ideas;
- Consistent implementation is critical.



References

- Dessler, G., Griffiths, J. & Lloyd-Walker, B. 2004. ***Human Resource Management (2nd ed)***. Sydney: Pearson Edition.
- Williams, R. 2002. ***Managing Employee Performance***. London: Thomson.