



# Performance Management of Staff and Partners

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# Paying the price

What happens if poor performance is not addressed?

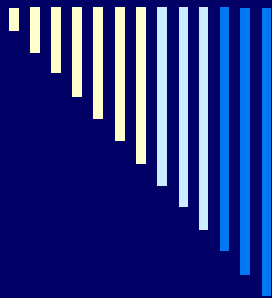
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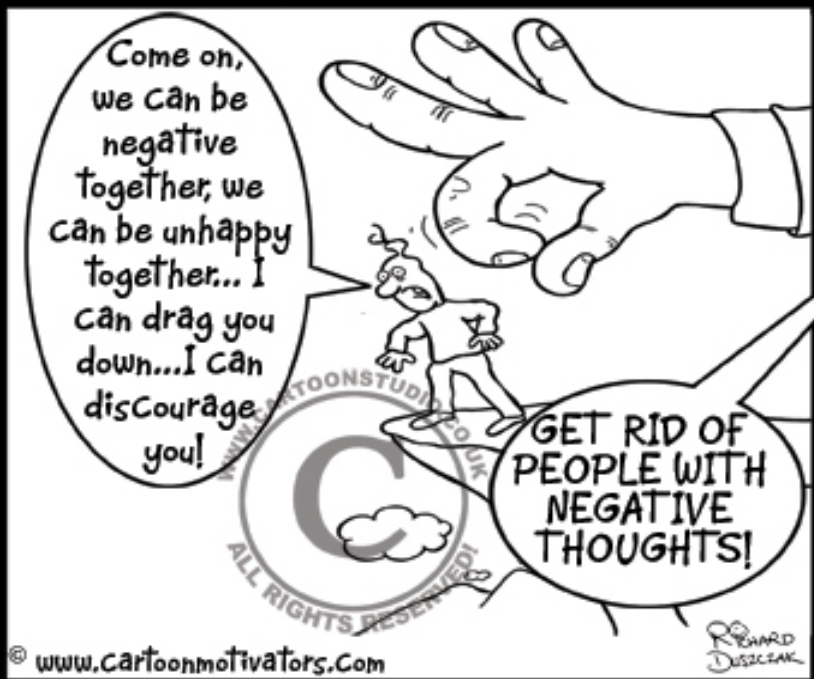
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# A well motivated workforce

- Leadership
  - An appropriate contract with rewards and responsibilities
  - Clear and explicit standards – performance *and* behaviour
  - The will and skill to address poor performance
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# Cartoon Motivators



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# Age Discrimination

- Review of the 65 year NRA has been brought forward from 2011 to 2010 and it may be abolished: implications for performance issues .....
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# Principles of Performance Management

- ❑ Manage your own! Role modelling is vital.
  - ❑ Feedback on performance – don't wait until things go wrong.
  - ❑ Variety of ways of giving feedback
  - ❑ Policies and procedures to deal with poor performers
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# Feedback models



- Assertiveness model – ask for specific changes, explicit and enter into negotiations.
- Destructive model: feedback confined when things go wrong; no agreed standards/criteria; generalised, subjective focusing on personality traits or perceived attitudes.





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# Assertiveness Model –linked to learning and change

- A reflective process “new insights, understanding & learning are produced”\*
- Information about behaviour & performance based on objective standards
- Balanced
- Encourages recipients to commit to change

\* (Mory 2004)

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# Variety of feedback methods

- One to one discussion
  - Using a significant event to discuss as a group and which highlights areas to address
  - Awayday – externally facilitated
  - Multi source feedback
  - 360 degree appraisal
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# The poor performer

- Resist rushing to reasons.
  - Identify real problem – it could be you!
  - Consult others (personal problems?)
  - **Use** the probationary period & first year of employment
  - Problem analysed; in depth discussion with effective action plan and review; keep records
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# If no improvement .....

## **Formal procedure**

Update examples/evidence

Meetings (with companion) and warning

“Improvement note” – be specific

Final warning

Dismissal

Appeal

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# Multi Source Feedback

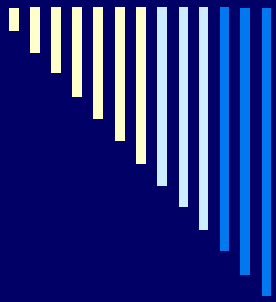
- Powerful tool for change, both positive & negative
  - Used responsibly:
    - A tested instrument; minimum of 10 raters who know the person well; trained in use of the tool and/or feedback is screened before recipient receives it
    - Analysis and discussion conducted by highly skilled colleague.
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# Principles for the discussion

- Encourage person to reflect on their ***emotions*** on receiving the feedback, probe and challenge ***before*** discussing content
  - Don't “rescue” or jolly along
  - Encourage person to reflect, changes needed, before offering own views/suggestions
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- Encourage person to identify specific outcomes/goals which are realistic
- Change is more likely if person has suggested it but do offer support & ideas

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From this .....



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To this .....

