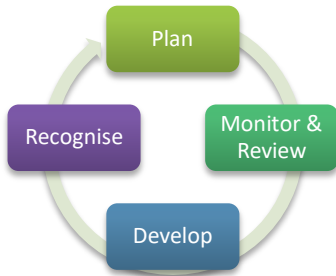


# Performance management

**Implementing an effective performance management process can be difficult and time-consuming. However, it is one of the most powerful exercises available to an organisation. A poor approach to performance management can be very damaging to the organisational culture, the morale amongst staff and the ability to meet the objectives of your programmes.**

A performance management system ensures that each staff member:



- Agrees objectives and plans for the year with their line manager and is given opportunities for merit increases and promotions.
- Regularly receives feedback on their performance and the progress they have made towards achieving planned objectives and developing competencies.
- Identifies, with their line manager, areas for improvement along with opportunities for growth via learning and development plans.
- Regularly plans for their career

development with their line manager.

## Performance management skills

Getting the best performance from your team calls for a blend of skills:

- **Deliver feedback.** It is important to find a balance between positive and negative feedback. Remember to keep negative feedback factual and non-judgemental, focussing on what the individual can do to improve.
- **Give praise.** Recognition for a job well done is a powerful motivator, which helps keep your team engaged and performing well. Aim to give a mixture of formal and informal praise, which can be verbal (thanking your team at a meeting) or written (an email or a card).
- **Ask the right questions.** Using a range of questioning techniques (open and probing questions) will encourage your team members to open up, and allow you to discuss performance issues in a constructive way.
- **Listen.** Two-way communication and understanding is essential, and the ability to listen and focus on what your team members are saying.
- **Identify areas for learning and development.** Finding appropriate new challenges and opportunities which will stretch skills and help staff to grow. Employees often become demotivated and disengaged by a lack of learning and development opportunities.
- **Set performance objectives.** Establish clear, achievable objectives or performance targets, using SMART objectives, which link individual goals to your mission's goals and wider organisational objectives.
- **Demonstrate positive behaviours.** Establish a positive 'performance' culture, where individuals take responsibility for their own performance.

## Giving feedback

Regular performance feedback is crucial for monitoring progress.

Constructive feedback

- encourages learning and growth
- identifies training and development needs
- brings attention to concerns and opens the door to solving them
- creates an atmosphere of teamwork and support
- fosters an environment of mutual respect and support
- allows everybody to work better together

## Tips

- **be timely** (close to the event)
- **make it regular** (frequent informal feedback)
- **be specific** (on improvements required, sticking to the facts)
- **privacy** (ensure a quiet place to talk)
- **use 'I' statements** (give feedback from your perspective)
- **limit your focus** (to two issues per session; stick to behaviours that can be changed)
- **talk positives too** (a good place to start)
- **specific suggestions** (on how to improve)
- **follow-up** (to check improvements)

### Additional resources on All In Diary website

Performance Management Toolkit for Immunization Supply Chain Managers, UNICEF 2016  
Developing an HR Strategy, People In Aid, 2009

### Web links for further information

<http://www.hrea.org/learn/elearning/performance-management/>  
[https://www.mindtools.com/pages/article/newTMM\\_98.htm](https://www.mindtools.com/pages/article/newTMM_98.htm)