

Performance Management and Smart Objectives

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Why do performance management?

- Best practice and gives strategic advantage
- To ensure everyone understand the expectations both the staff's own expectation for their career and work experience, and for the manager to define what is required by the staff member and how this can be best achieved
- Retain staff to enable us to achieve our strategic objectives and ensure good role fit
- Recognition of excellence
- Help people to succeed in their career and to provide markers for improvement where needed



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When do performance conversations happen?

Probation

New Role

for this purpose we have
probation

Regular
Meeting

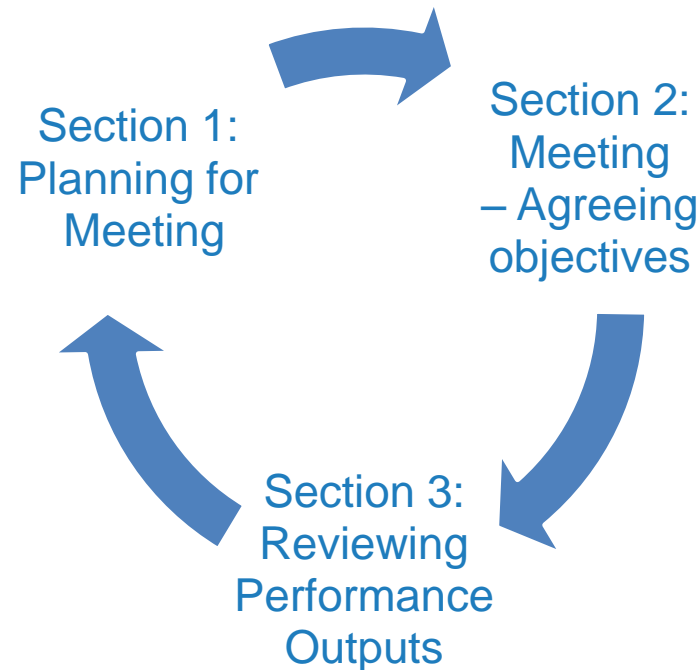
Setting
Objectives

Feedback

Mid year
review



Performance Cycle



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Any discussion is an opportunity for you to

give positive and constructive feedback about the staff member's achievements and raise areas of performance that could be improved or enhanced

Give staff an opportunity to raise any issues they have or developmental plans or opportunities

Review actions under the Individual Development Plan

discuss whether or not the work objectives and development plans that have been determined are achievable, appropriate and relevant to the needs of the Unit



Focus on areas where change can be made and Encourage 2 way feedback

- concentrate on areas of performance that the reviewee can actually do something about; if, for example, there are no financial resources for a desired project, it is frustrating for the reviewee to be reminded of something over which they have no control
- reviewers should provide reviewees with an opportunity to say how the reviewer could assist and support them in performing better
- reviewers who can receive feedback effectively will provide good models for reviewees



The five key elements of feedback

Measurement

Feedback from both parties

Positive reinforcement

Exchange of views

Agreement



Receiving feedback

listen

- you cannot judge the validity of feedback if you have not clearly understood what is being said

suspend judgment

- try not to immediately react defensively but let the person finish what they have to say

let others finish talking

- do not jump in, wait until the feedback is finished and you have the full picture

paraphrase

- summarise what you think you have heard to be sure you have heard it correctly and with the proper emphasis

prompt specifics

- not everyone gives feedback well, prompt for specific examples of behaviour and impact as appropriate

avoid arguing, denying, justifying or minimizing

- it is the other's point of view; you, however, can decide what to do with the information; if you believe the information incorrect then you can present contrary evidence

gather additional information from other sources

- is the feedback confirmed or at odds with previous feedback



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Thank you.



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