

Performance Management



ASTD Table Top

September 18, 2003

Performance Management Framework

Line of sight to stakeholders

Clear role expectations

Goal setting

EXPECTATIONS

What do you want me to do?

Performance measures tied to organizational goals

INFORMATION

How am I doing?

Stakeholder Value

What does it mean for me?

How can I grow and contribute more?

Coaching

Reward for performance

REWARDS

Differentiate sustained contribution

Frequent & Informal feedback

Coaching

DEVELOPMENT



What is Performance Management?

A system for managing organizational performance:

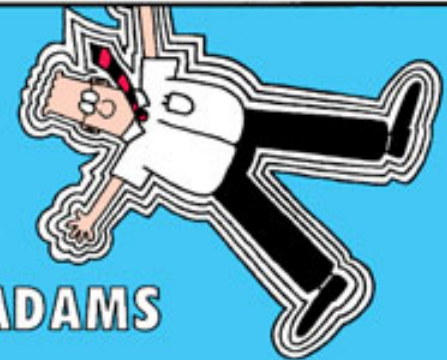
- ✓ **focused on stakeholder value**
- ✓ **linking and aligning employee performance to organizational objectives through**
- ✓ **performance planning and real time feedback.**



DILBERT®

BY

SCOTT ADAMS



SEVEN STAGES OF A PERFORMANCE REVIEW

IT'S TIME.

DENIAL

WHAT THE...? THESE AREN'T EVEN MY OBJECTIVES!

ANGER

WHO SAID THESE THINGS ABOUT ME?!

BARGAINING

WHAT IF I MAKE SOMEONE WRITE A GLOWING E-MAIL ABOUT ME?

DEPRESSION

MORALE SLIPPING AWAY... HAIR... SO... LIMP.

ACCEPTANCE

WHATEVER. THERE'S NO BUDGET FOR RAISES ANYWAY.

TRASH-TALKING

...WOOL-COVERED PILE OF IGNORANT MONKEY SPIT.

LUNCH

A FALAFEL WOULD HIT THE SPOT.

E-mail: SCOTTADAMS@AOL.COM

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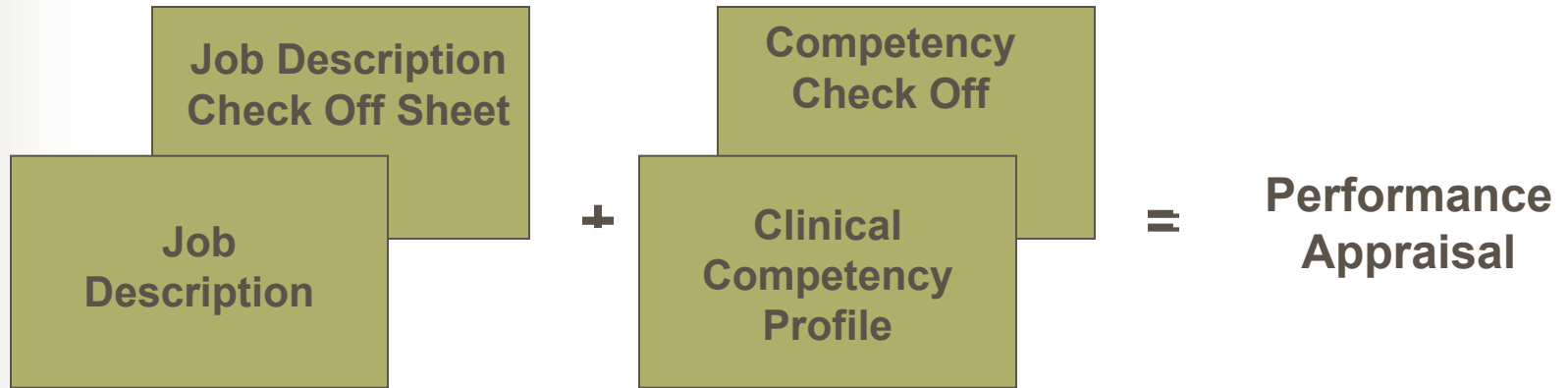
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HCA Goal

Establish a consistent, flexible employee performance management system supported by automated performance management and planning tools that enable the organization to maximize workforce performance and productivity.

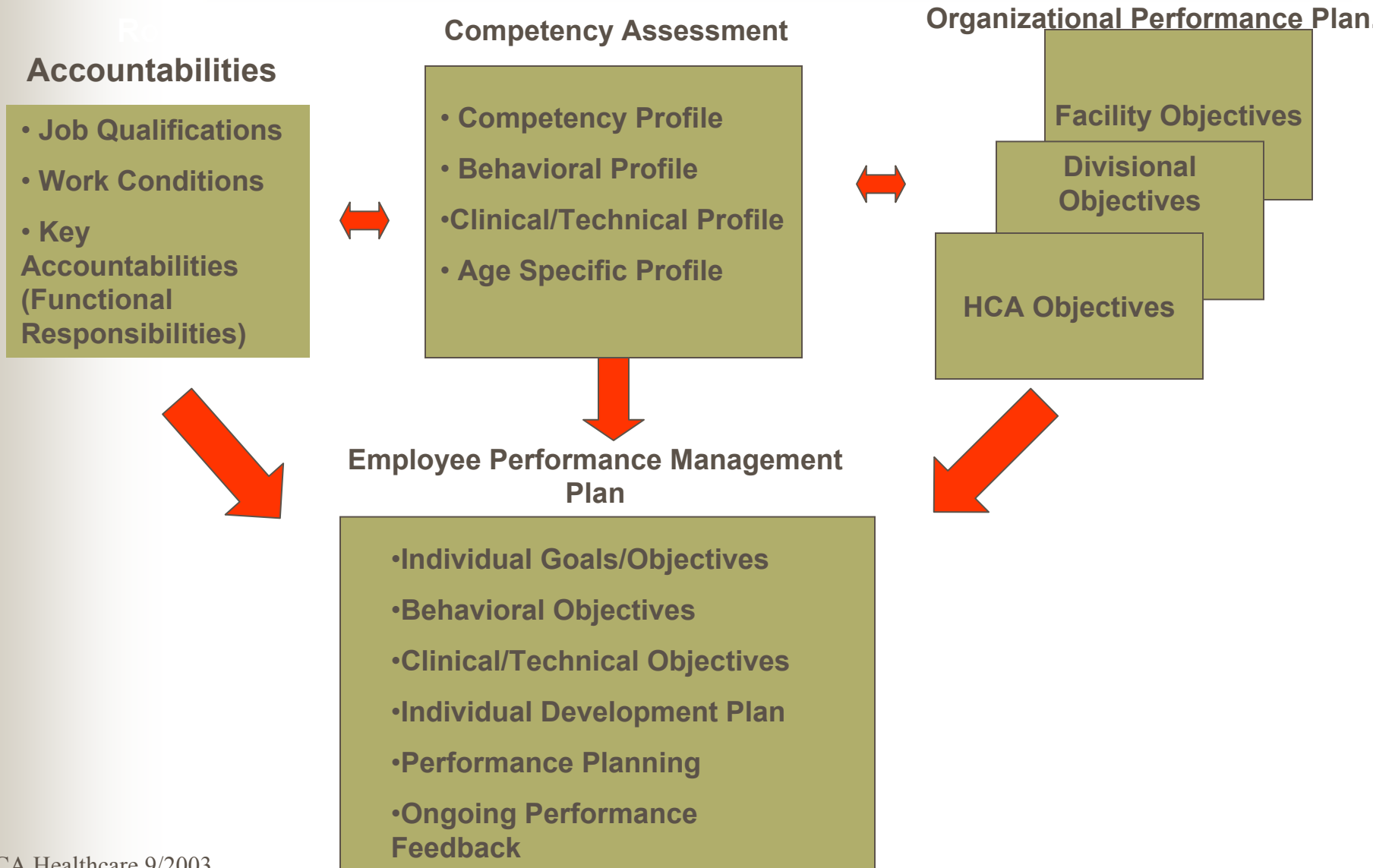
Today's HCA Situation



- **Qualifications**
- **Reporting Responsibility**
- **Duties/Tasks**
- **Education**
- **Certifications**
- **Experience**
- **Work Environment**

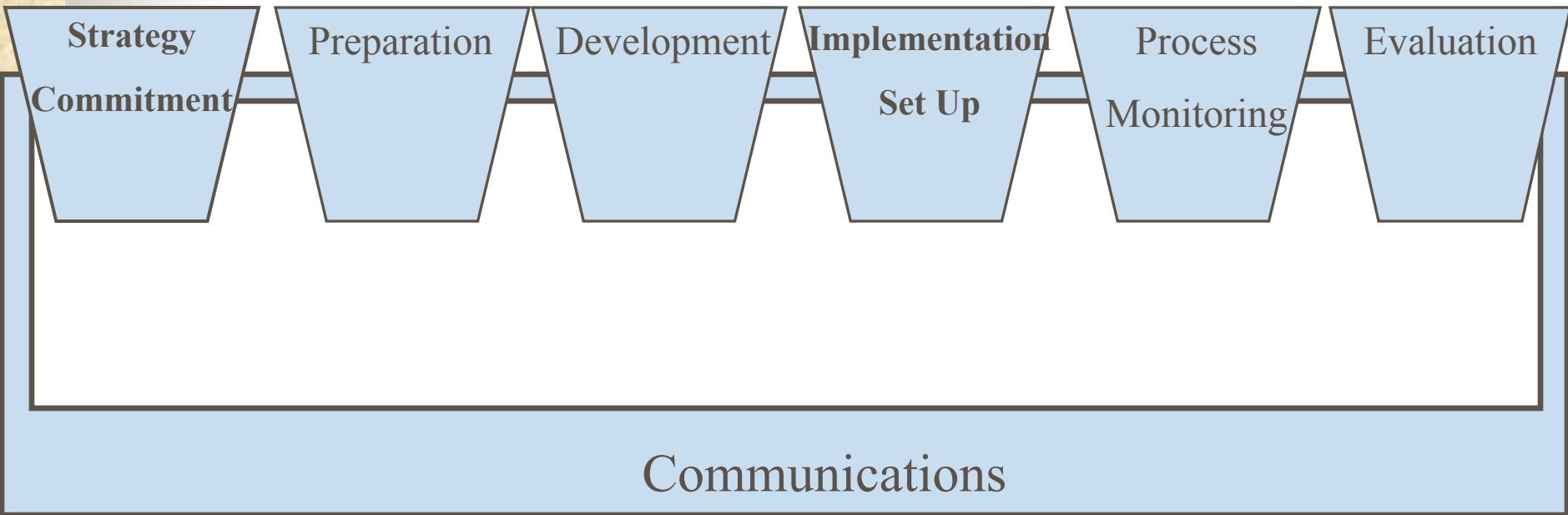
- **Competency**
- **Performance Standards**
- **Competency validation Checklist**

Where are we headed?



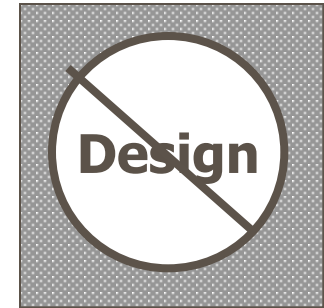
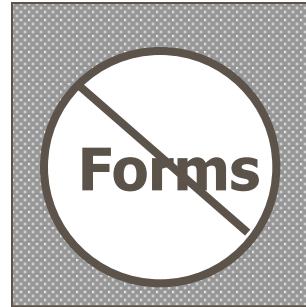
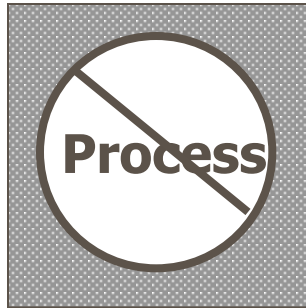
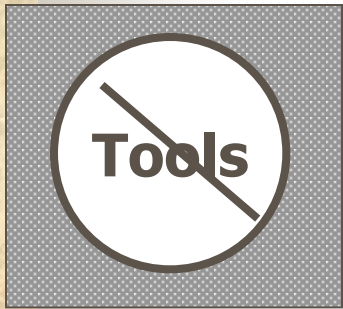
Performance Management Methodology

DRAFT



Ensuring Ease of Execution: at the right time, with right resources
and the right outcomes.

Performance Management is *not* about....



Performance Management *is* about

- ✓ **Setting expectations**
 - ✓ **Feedback first, last, and foremost.**
 - ✓ **People having the right performance conversations.**
 - ✓ **Feedback being viewed “as information to improve performance, not criticism”.**