

Reviewing Your Performance Management Process

Helping employees reach their full potential is key to the success of any organization. To support this goal, review your performance management process to ensure it is aligned with your organization's strategy. In this age of eliminating performance reviews, take a critical look at yours to ensure managers have the right tools to coach and maximize performance.



Step One: Review Documentation

Assemble all the materials for performance management in one place. Look for:

- Blank performance review forms
- Completed forms for a variety of roles
- Policies and communications
- Pay data that connects to performance



Step Two: Gather Feedback

Interview key leaders to gather input on their vision for performance management.

Conduct focus groups with employees and managers to gain insights on the strengths and weaknesses of the current process.

Step Three: Facilitate Steering Committee

Performance management should be owned by the entire organization, rather than just the HR function. Forming a Steering Committee that includes leaders from all parts of the organization will help create agents of change. With structured facilitation the Steering Committee can produce:



Performance Review Tool that incorporates elements that are critical to the strategy and culture of the organization.



Documented Performance Review process that addresses schedule, raters, approvals and tracking. Be sure to articulate how your organization wants feedback and coaching to be incorporated into the process.



Implementation Plan that includes the introduction of any changes along with ongoing communications.



Step Four: Connect Pay to Performance

Examine how your pay systems can reward and retain top performance.



Step Five: Evaluate Technology

Determine what technology options are available to make the process easy and effective.

Implementation

Effective performance management systems depend on managers that are trained to support employees by delivering effective feedback. Employees need to understand the tools available to manage their own careers. A strong implementation plan delivers training and well-timed communications to support the entire process.