



## Evaluating Performance Management Processes

We will work with you to define the scope and approach for the evaluation exercise which can include the following:

- Review of the policy, guidance, process and tools along with any data the organisation has on performance reviews being completed and the ratings awarded
- Running a survey to assess if all aspects of the process are being operated well and outcomes are being achieved
- Interviewing a cross section of people, one to one and in small groups, to explore the results from the survey
- Assessing how the results and findings correlate with actual performance against business goals and objectives, including key HR indicators of retention / turnover, sickness / absence rates and relevant staff survey results

For organisations that prefer to complete the evaluation exercise internally we can just be commissioned to run the survey and provide the analysis and reporting of results.

### What the survey covers

The survey uses relevant response options for each question - it does not use the same agreement scale throughout. This means that the results provide a clear understanding of people's experiences, identifying both good practice and the issues to be addressed – the results clearly present what needs to be done.

- How people's experiences measure up against the policy and guidance on performance management - the frequency and typical length of review meetings; do both sides prepare well; the structure and content; support in managing workloads; are objectives SMART; the follow-through to develop knowledge, skills and competence
- Quality of discussions and decision making; people believing managers have the skills to carry out their responsibilities; also whether managers believe their reports have the skills and accept their responsibilities
- Outputs and outcomes being achieved – signed records of agreement, performance and development objectives being achieved
- Encouraging ideas for improving the quality and effectiveness of performance planning and management

The survey is engaging to take part in and the safeguards of confidentiality mean people feel able to put forward an open, honest and constructive assessment, along with their ideas for what can be done to make improvements.

### Analysis & Reporting

Respondents have the ability to download a personal record of their responses after submitting the survey, enabling them to reflect personally on the factors that will help improve the effectiveness of their performance reviews.

Reports are produced to show how results compare for the different parts of the business against the overall norms – by departments and teams, levels in the management structure, location etc. Comparison reports are also produced for any other demographics used e.g. length of service, full-time / part-time.

Individual reports are produced for each part of the business, showing how their results compare, and with the norms for the service as a whole, encouraging ownership and accountability for taking action.

All comments and suggestions are reported, grouped into departments / divisions, levels of management etc.