

Competency-Based Performance Management

Many of you are familiar with traditional performance appraisal processes. These typically consist of a 6- to 12-month cycle that commences with a meeting between a supervisor and an employee in which expectations are discussed and agreed on. This initial meeting is followed by a period in which the employee applies himself or herself to the expectations and during which the supervisor may arrange for on-the-job coaching and follow-up. Six to 12 months later a subsequent meeting between the same parties formally reviews and compares the employee's performance with agreed-on expectations; expectations for the next performance period also are discussed.

Using this method, organizational competencies can be strengthened throughout the organization by translating them into individual performance expectations. This part provides step-by-step instructions and important guidelines for incorporation of organizational competencies within your performance management system.

We will be describing a two-phase approach to implementation. Phase 1, hereafter referred to as the Goal-Setting Process is the initial cycle during which the employee will learn how the system works and will help to formulate a Personal Learning Plan. After the initial meeting, the employee will work to achieve the expectations that were agreed upon and the supervisor will follow up with the employee to ensure that whatever resources are required have been provided and utilized and that progress is on track. Phase 2, hereafter referred to as the Performance Appraisal Process commences 6 to 12 months later,



Performance Management System:

Phase 1: Goal Setting Process
(6-12 months)
Implement
Personal
Learning Plan

Phase 2: Performance Appraisal Process

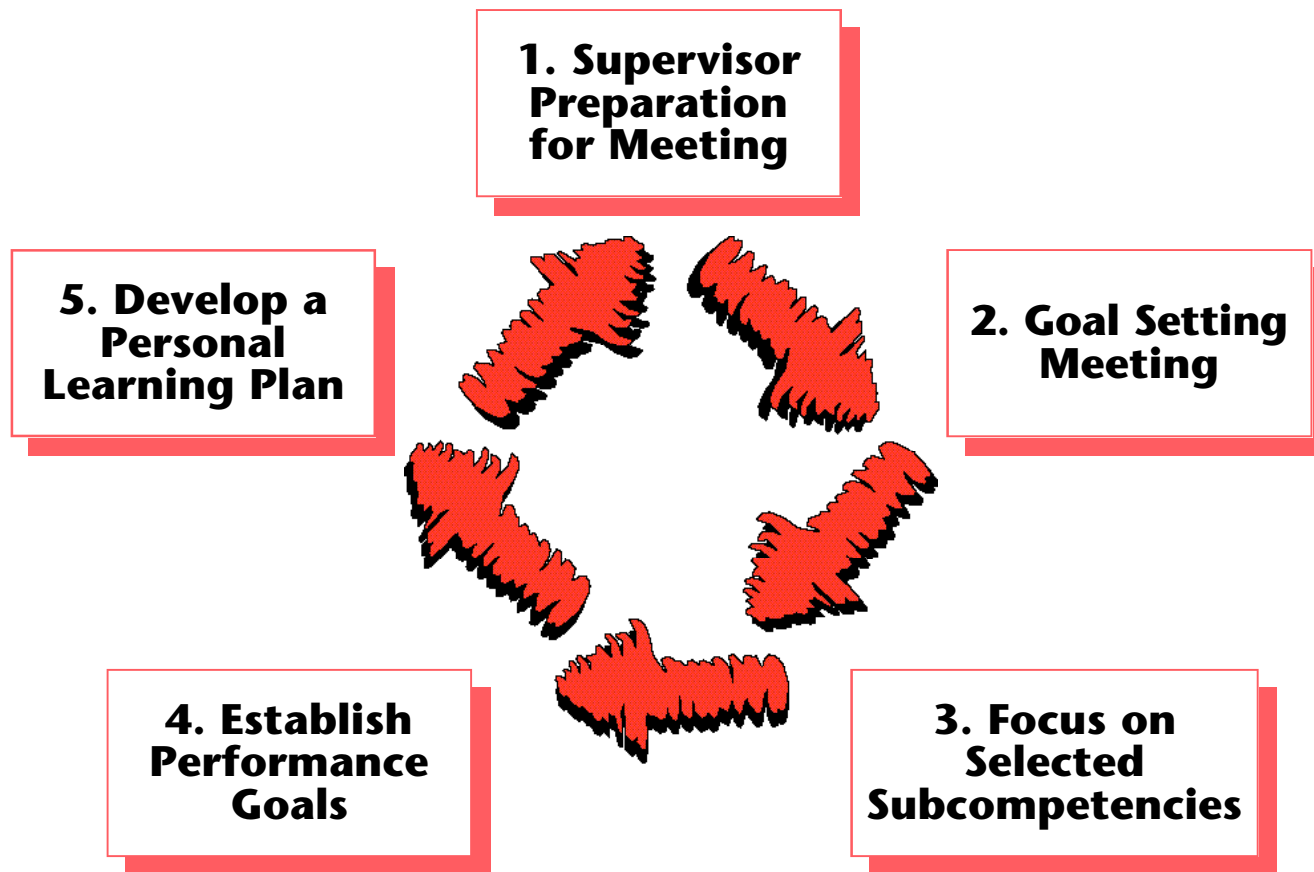


What is your current personnel review cycle? Is it tied to contract renewal? New fiscal year budget? Salary increases and/or promotion? Other factors?

when a subsequent meeting is held to follow up on the goals set in the prior meeting and to develop expectations for the next performance period. This second meeting (and all subsequent meetings) is referred to as a Performance Appraisal Meeting.

The following diagram illustrates how the Goal-Setting Process works:

GOAL SETTING PROCESS



How do you presently establish expectations for employee performance?

How is learning supported?