
Where the Rubber Meets the Road: An Overview of Competency-Based Performance Management

Overview

In order to fully weave organizational competencies into the fabric of your institution's culture, you will need to formally link the acquisition of the competency and the demonstration of the competency to the performance of each employee. The most logical place to do this is within the performance management system. Part 4 is an introduction to how to accomplish this task. The details of how this can be done in your organization will depend on many variables: Do you have an existing system? Are you unionized? Is the administration of human resources within the health department? So, this part is meant only as a place from which to start.

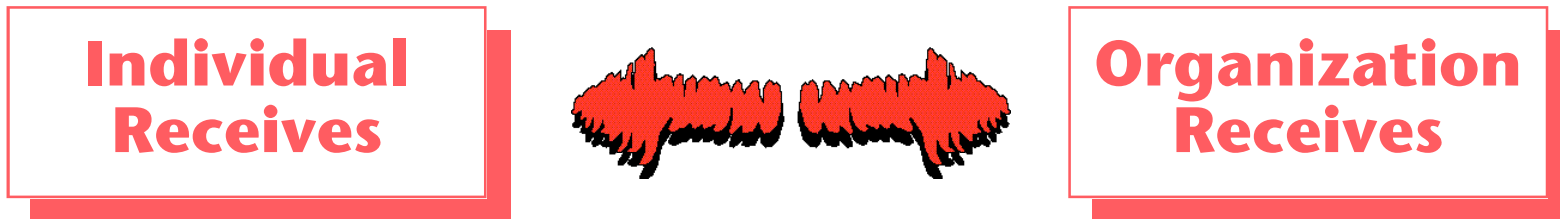
Your human resources department should be involved as early as possible in this process.

Organization competence is the synergistic result of the aggregate of individual competence and learning. When an organization improves performance, this represents improved performance by individuals at all levels of the organization. Development of competencies and the desired culture can be made vastly more powerful through an effective performance management system. The responsibility for implementing this system, which will include the performance appraisal process, lies primarily with the supervisors and managers who must prepare for this process by meeting with their staff.

There are several keys to effective performance management systems, including the following:

- The participation of the individual in the goal-setting and appraisal process
- Well-trained and well-prepared supervisor appraisers
- Human resource support for managing the performance management system
- Learning Team strategy for institutionalizing competency development programs
- Training resources to support individual competency development

When done well, the goal-setting/appraisal process should yield an immediate win-win result. The employees know where they fit in the organization and its mission, they receive feedback on what they are doing well, and they have a clear expectation of how they are to develop in the period before their next appraisal. The organization should benefit by having increasingly competent staff who are motivated and understand the contribution of their work in the context of the organization's mission.



- | Understanding of how I fit and what I contribute
- | Feedback on progress
- | Evaluation and reinforcement of competency development

- | A more competent workforce
- | An opportunity to communicate performance expectations
- | Assessment of effectiveness of competence demonstration