

Implementing an Effective Performance Management Process

Improving Performance Through Meaningful Feedback

Performance management continues to be a challenge for many organizations. People believe in the value of the outcomes, but to many, giving (and receiving) feedback is a daunting task.

Burke's annual Workforce Perspective® survey shows that while 70% of employees receive an annual performance review, less than half believe the review effectively evaluates their performance. And, just over 60% find the feedback useful in helping them to improve job performance.

To put this all in context, linkage research shows that employee engagement is linked to customer loyalty and organizational performance. Further, performance management and career development are both strong drivers of employee engagement. Giving these topics the attention they deserve is vital to individual and organizational success!

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Performance Management is more than just an annual review. It encompasses the entire process of employee performance evaluation and feedback and includes goal setting and coaching. Done effectively, it also includes the creation of development plans to address current performance issues as well as maximize future performance and career potential.

"Feedback is the breakfast of champions."

Ken Blanchard

What Are the Characteristics of a Successful Performance Management Program?

An effective Performance Management program requires a structured process that includes:

- Setting objectives
- Clearly defining performance criteria
- Assessing performance
- Providing ongoing feedback and coaching
- Having an annual formal performance review linking rewards and recognition to performance
- Having a career development plan in place

It is also crucial to ensure a high degree of fit between individual performance, group or department goals and organizational objectives and mission.

Feedback is also an important factor to a successful program. The program must include feedback that is timely, accurate, and specific. Feedback must also be collected and provided from multiple sources including the boss, peers, team members, subordinates, and customers, as appropriate.

Two final characteristics include having the training and tools to facilitate the complete process, and conducting periodic monitoring and program evaluation as business needs change and evolve.



Assessing Where You Are and Determining What Needs to Be Done

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How Can Burke Assist in Ensuring Your Performance Management Process Works?

We will work with you to develop a Performance Management process that will work best for your organization. The process includes focused planning to define desired components, followed by a thorough review of current tools and process in place (interviews, focus groups, and process reviews). Next steps include the development of a new or enhanced performance management process (tools or process or both), and the introduction of supporting tools and documentation. The final steps of the process are to develop the communications and training plans, and then to create an implementation plan to achieve maximum benefit and ensure program success.

How Can Your Company Benefit By Implementing a Performance Management Process?

- Individual performance expectations are established
- Individual goals align with department and company goals
- Performance levels are enhanced
- Stronger performance is recognized and weaker performance is addressed
- Opportunities for development and growth are identified and pursued
- Employees are held accountable for their performance
- Managers are held accountable for managing the process within their group/department
- Employee engagement, satisfaction and retention improves

The bottom line is that effective Performance Management systems help organizations to better leverage their human capital and optimize workforce and organizational performance.

Founded in 1931, Burke is an independent, full service research and consulting company. Burke utilizes state-of-the-art research execution, advanced analytical techniques, and leading edge technology to provide decision support solutions to clients across all major industry sectors.



Optimally, the Performance Management process works best if it is easy to use, provides quality feedback and includes avenues for employees to apply the results to make meaningful improvements to their performance now and in the future.

The Performance Management process should be more than just an annual appraisal. Performance Management should be an ongoing process.

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