

DIFFERENTIATED PERFORMANCE MANAGEMENT

Leveraging Performance Management

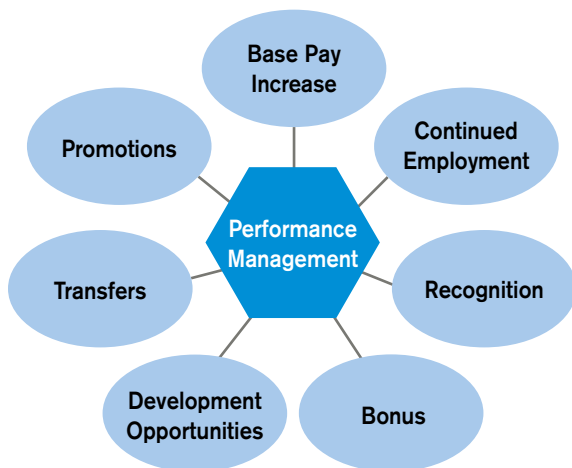
Performance management is a critical organizational process, yet in many public sector entities it is an ineffective management tool. A study by The Segal Company and its Sibson consulting division shows that only 42% of employees nationwide say they get frequent performance feedback. Our experience indicates that public sector employers are increasingly seeking practical ways to plan, evaluate and reward performance excellence, especially where potential return on investment is possible.

Problems Plague Performance Management

- **High Effort For Low Return**—a lot of time filling out forms
- **Irrelevant**—doesn't reflect "how we operate"
- **An Event vs. A Process**—happens once or twice a year
- **Isolated**—limited connection to and alignment with other processes
- **Narrow Focus**—only used to make a pay decision
- **Resistance**—managers hate doing it; employees resist it

These and other problems are common in organizations but can be overcome.

PEOPLE PROCESSES REQUIRE A BASIS FOR THE DECISION



Elements of Effective Performance Management

Segal/Sibson's research shows that a variety of performance management techniques can be successful. One key to success is effective execution. Segal/Sibson works with its clients to ensure that four critical success factors are met in performance management in order to enhance implementation and effectiveness.

1. Leadership Endorsement and Modeling

Leaders must endorse performance management and support a model of excellence. We evaluate the level of leader endorsement and brings consensus on how leaders will support and execute performance management.

2. Aligned Job Accountabilities, Goals, and Competencies

Effective performance management requires that expectation related to job accountabilities, annual goals, and competencies are clearly articulated and understood. Expectations must be expressed in terms of explicit measures, outcomes or behaviors to facilitate performance discussions and feedback.

3. Simple Processes and Tools

Managers need simple processes and tools to help them execute performance management well. Segal/Sibson helps align and simplify performance management processes and tools to facilitate usage.

4. Effective Performance Messages and Consequences

Performance management success happens when managers give staff objective performance feedback and employ consequences that are appropriate.

Maximizing the Impact

Well executed performance management can align performance with your institution's strategy, enhance skills and encourage development, send messages about what your organization values and increase attraction and engagement of high performers.

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