

The Health and Family Planning Manager's Toolkit

PERFORMANCE MANAGEMENT TOOL

Part I - Performance Planning and Review System

Part II - Developing Performance Objectives

Part III - Developing Job Descriptions

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PERFORMANCE MANAGEMENT TOOL

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I. PERFORMANCE PLANNING AND REVIEW SYSTEM

A. WHY DO ORGANIZATIONS NEED A PERFORMANCE PLANNING AND REVIEW SYSTEM?

A Performance Planning and Review System (PP&R), when used regularly on an annual or semi-annual basis, provides your organization with a means of managing the performance of your staff and answers the three most basic questions we all have as employees: *What am I supposed to be doing? How well am I doing it?* and *Does it matter to the organization?*

With careful planning and implementation, a PP&R system answers these questions for your staff and provides your organization with:

- 1. Systematic Performance Planning:** To identify critical performance objectives for each staff member so that they clearly understand their duties, what is expected of them, and how their work is linked to the overall goals of the organization.
- 2. Systematic Performance Review:** To review an employee's overall achievement, based on a clear understanding of his or her previously established performance objectives, with constructive feedback, both positive and negative.
- 3. Objective information:** While the performance review does not serve automatically as a salary review, the information which results from the PP&R process will guide management decisions on salary and merit awards, promotions, transfer, work assignments, and staff development needs.
- 4. Knowledge:** Where the overall performance strengths and weaknesses are in the organization and where changes are needed.

Important Features of a PP&R System

- ✓ Management commitment to the concepts of performance planning and review
- ✓ Emphasis on communication between supervisor and staff member
- ✓ Focus on joint work planning
- ✓ Job duties linked to the goals of the organization
- ✓ Performance objectives are set for employees at all levels of the organization including senior management
- ✓ Performance objectives are specific, realistic, measurable, and time-bound
- ✓ Emphasis on developing employee motivation, skills, and career paths
- ✓ Performance as the basis for management decisions

B ADVANTAGES OF A PERFORMANCE PLANNING AND REVIEW SYSTEM

If implemented effectively, a PP&R system can:

1. Reinforce your organization’s goals and priorities
2. Communicate your organization’s work values
3. Define the work which people do and how it is related to the organization’s mission
4. Provide information to all employees on expected level of performance
5. Provide performance information for career and compensation decisions

C. COMPONENTS OF A PP&R SYSTEM

The following components are critical to the successful implementation of a PP&R system:

1. Policy Statement:	The organization’s philosophy about employee performance and its commitment to a PP&R system, communicated to all employees.
2. HRD Staff:	Staff, preferably from the Human Resource Development unit, who are assigned to develop, implement, monitor, and support the system.
3. PP&R Process:	A well defined process for implementing the PP&R system which is communicated to all staff and involves joint planning and review by the employee and supervisor.
4. PP&R Tools:	An employee manual which describes the PP&R system, employee job descriptions, and standard forms for documenting work planning and performance review meetings.
5. Training:	Training for all staff, supervisors and supervisees, on the PP&R system and its purpose.

D. OVERVIEW OF THE PP&R PROCESS

The Performance Planning and Review Process is a *collaborative effort* between two people who work together, normally the supervisor and employee. It begins when a person is hired to do a specific job and ends when she or he leaves the organization. The major steps in the process are as follows:

- 1. Work Planning:** The supervisor and employee jointly review the employee’s job description and update it if needed. The supervisor discusses the organization’s priority goals and, with the employee, establishes the employee’s specific job objectives and activities for the next time period.
- 2. Performance Review:** At the end of the designated time period, the supervisor and employee jointly

review the employee's performance according to the established performance objectives and performance standards. Personal development and work plans for the next time period are established.

- 3. Performance Planning:** The supervisor and employee discuss and agree on performance standards and goals, (quantity, quality, timeliness) for the employee's performance objectives. Training and resource needs to meet the performance objectives are also assessed.

Time Frame: Performance Planning and Review meetings between supervisors and staff are normally conducted every six months. A newly appointed staff member will establish performance objectives with his or her supervisor during the first month of employment.

E. YOUR ORGANIZATION'S STANDARDS FOR PERFORMANCE

It is critical that your organization have a commitment to achieve the highest level of performance possible and that this philosophy is translated into work values that everyone in the organization knows and understands. The employee's performance review should consider not only the specific performance objectives for the individual employee, but also the overall standards of the organization. These may be different for different types of organizations, but they should reflect the work values of the organization. Examples of organizational standards include:

The extent to which the staff member demonstrates

- ▶ integrity: demonstrates personal integrity in the conduct of his or her work
- ▶ teamwork: works collaboratively with colleagues
- ▶ planning: wherever possible, plans carefully to anticipate and avoid problems
- ▶ organization: manages time well
- ▶ resource use: seeks and uses human and financial resources wisely
- ▶ cooperation: is willing to accept reasonable responsibility and help others
- ▶ motivation: is willing to learn new tasks
- ▶ initiative: takes active steps to improve the organization
- ▶ respectful: instills trust and respect among clients and co-workers
- ▶ punctuality: respects the value of time for self and others
- ▶ attendance: is committed to the terms of his or her work agreement

Performance Standards for Supervisors:

Supervisors have a particular responsibility for achieving positive results and should be evaluated on additional standards. How well does the supervisor:

- ▶ gain the respect and confidence of his or her staff
- ▶ define roles and delegate responsibility
- ▶ communicate priorities and assess results
- ▶ actively seek to develop employee performance
- ▶ respond promptly to the resource, information, and management needs of his or her staff
- ▶ maintain confidentiality

F. A STANDARD PP&R FORM

A PP&R system requires that your organization have a standard form to be used by all staff (Section J). The form is used to document the performance planning and review meetings between supervisors and employees. The form should have standard information: *employee name, title, duty station, supervisor, date, and signature spaces.*

In addition, the major components of the form, which are *discussed and completed jointly* by the employee and the supervisor, are as follows:

I. Performance Plan

Section 1: Job Description

A box which indicates whether the employee's job description needs to be revised. If so, the revised copy should be attached. Focusing first on the job description helps to focus the supervisor and the staff member on the general contents and expectations of the job which will make it easier to proceed to consider specific performance objectives (See Part 2 on "How to Develop Job Descriptions").

Section 2: Major Areas of Responsibility: Key Results Areas

Key Results Areas are intended to link the job description and the specific performance objectives for the designated time period. They represent the major areas in which the employee will focus, e.g., counseling, research, outreach, budgeting.

Section 3: Performance Objectives

Based on the Key Results Areas defined in Section 2, this section of the PP&R form is used to define the specific performance objectives for the next work period (generally 6 months).

Section 4: Supervisor's Action Plan

Any action that the supervisor will take in order to facilitate the staff member's performance and ability to meet the performance objectives in section 3 above, e.g., to arrange for short term computer training.

Section 5: Development Plan

Any plans for the staff member's personal development that the supervisor and the employee agree should be pursued during the next work period, e.g., to attend a workshop.

Section 6: Additional Comments

Both the employee, the supervisor or the head of Human Resource Development are encouraged to add further comments here.

Signatures:

The signatures at the end of the form confirm understanding and agreement on the work plan for the next time period.

II. Performance Review

Section 1: Achievement of Objectives

At the end of the six month period, the employee's achievements in relation to each of his or her performance objectives are jointly discussed and documented.

Section 2: Overall Performance

A summary of the employee's performance over the last six months based on the achievement of the established performance objectives and performance standards.

Section 3: Supervision and Communication

Both the employee and the supervisor comment on the effectiveness of supervision and their communication.

Section 4: Additional Comments

Both the employee and the Supervisor may add further comments here.

Signatures:

The signatures in this section confirm an understanding of the review. If there is disagreement, either party may add information under 'additional comments'.

G. DEVELOPING PERFORMANCE OBJECTIVES

Developing performance objectives is a cornerstone of the Employee Performance Planning and Review System. Please see part 2 of this tool.

H. TRAINING AND PREPARING STAFF FOR THE PP&R PROCESS

Training and communication about the Performance Planning and Review System across all levels of the organization is important for an effective system. As PP&R involves the collaboration of everyone, all staff need to understand how it works and be prepared to support it. It is important for the leadership of your organization to be visible in this process and provide the human and financial resources necessary to make training for supervisors and new employees happen on a regular basis.

PP&R Training Requirements:

Orientation and Training for all Staff:

The following topics are recommended to form the core content of Staff Training on the PP&R System:

- ▶ What is a Performance Planning and Review System?
- ▶ Why is it important to our organization?
- ▶ How does it work?
- ▶ What role does each employee play?
- ▶ How is it linked to the organizational mission and goals?
- ▶ How is it linked to staff development?

Depending on the size and management structure of your organization (e.g., single office, multiple offices or de-centralized system) you may need to consider a “Train the Trainer” (TOT) model. It is important that all staff have the same training to avoid conflicting messages and to create a positive attitude. Training supervisors and supervisees in the same session also helps to create understanding of each person’s role and responsibility.

It is important that the training be inter-active and positive, with samples of the forms, planned role-plays of a PP&R session, problem solving activities and time for questions and answers.

Supervisory Skills Training: Depending on the amount of experience and training your supervisory staff has, it may be necessary to provide additional training on the role of a supervisor and basic supervisory skills: communication, delegation, motivation, conflict management, conflict resolution, and time management.

I. CHALLENGES YOU MAY FACE IN IMPLEMENTING A PP&R SYSTEM

The challenges you may face in implementing can come from several fronts:

Organizational Challenges:

- ▶ lack of positive leadership

- ▶ lack of adequate resources for training and development
- ▶ inability to create a common goal and a supportive climate
- ▶ limited organizational capacity for change
- ▶ limited tolerance for risk-taking
- ▶ inflexible organizational structure and communications systems

Supervisory Challenges:

- ▶ organization highly decentralized
- ▶ inadequate number of supervisory staff
- ▶ inadequate skills and knowledge
- ▶ dual responsibilities and lack of time to perform the PP&R process
- ▶ resistance to teamwork and collaborative process
- ▶ lack of understanding of the importance of planning and feedback to achieve results
- ▶ lack of accountability

Staff Challenges:

- ▶ resistance to change
- ▶ fear of negative consequences
- ▶ lack of skills needed to perform the basic functions of their job successfully
- ▶ lack of support from management when conflicts arise

Practical Steps to Prevent Employee Dissatisfaction:

- ▶ implement the PP&R process with as much consistency as possible
- ▶ investigate any significant discrepancy between performance ratings and salary/merit recommendations
- ▶ conduct a second level review of all recommendations to monitor equity
- ▶ document the process with written forms which are kept in the employees' personnel files with access by employees
- ▶ adhere to the time frame as stipulated in the PP&R schedule

II. DEVELOPING PERFORMANCE OBJECTIVES:

CONTENTS:

- A. Performance Objectives and the Organization
 - B. Types of Performance Objectives
 - C. Components of Objectives
 - D. Criteria for Effective Performance Objectives
 - E. Examples
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Definition: Performance Objectives are the specific activities to be performed by the employee over a designated period of time. These are agreed to by the employee and the supervisor together and generally cover a 6-12 month time period.

A. Performance Objectives and the Organization

Performance objectives are central to the practice of good supervision and also to performance evaluation. They specify what the employee will do and serve as the basis of regular performance reviews. The results of these reviews can also be the basis of compensation decisions, promotions and other work assignments. Jointly developed by the supervisor and the employee, performance objectives can also increase the employee's self-motivation and self-evaluation.

To be effective, performance objectives must develop from the employee's 'key results areas', describing specific activities that the employee will do to meet their responsibilities under their 'key results areas'. Collectively, the performance objectives of all the employees in an organization are the activities which need to be successfully achieved in order for the organization to meet its goals.

How Performance Objectives link to the Organization:

Mission: The overall purpose of the organization, the program or the office:
Why it exists

Goals: Broad general statements which reflect the priorities of the organization, program or office:
What it focuses on

Key Results Areas: The areas of an employee's job which are critical to meeting the organization's goals:
What he or she is responsible for

Performance Objectives: The specific activities the employee is expected to perform within a specific time period:
What he or she will do

Performance Standards: The way an employee is expected to conduct him/herself in achieving their objectives:
How he or she will behave

B. Types of Objectives:

Objectives can address different types of activities:

- | | |
|------------------------------------|---|
| 1. ROUTINE | describe regular, ongoing activities |
| 2. CHALLENGING | describe activities designed to address specific problems |
| 3. INNOVATIVE | describe activities that will create or expand activities |
| 4. PROFESSIONAL DEVELOPMENT | describe activities that will enhance an individual's skills, knowledge or experience |

C. Criteria for Effective Performance Objectives:

Performance Objectives must be:

- | | |
|-------------------------------------|---|
| 1. SPECIFIC | Objectives must communicate the activity exactly and clearly. They should specify clearly what is to be done, when it is to be done, who is to accomplish it, and how much is to be accomplished. Some words which are open to a range of interpretations should be avoided, for example: to know, to appreciate, to participate. |
| 2. CHALLENGING BUT REALISTIC | Objectives must be attainable, matching the level of complexity and difficulty with the employee's experience and capability. If they are too easy, the employee will be bored, if they are too difficult, the employee can lose confidence and not succeed. |
| 3. CONSISTENT WITH AUTHORITY | An individual's objectives must be consistent with the authority she or he has to accomplish them. |
| 4. MEASURABLE | The outcome of the objectives should be measurable. |
| 5. TIME BOUND | Performance Objectives should be clear about the time frame in which they are to be achieved. |

D. Components of Performance Objectives

Components of Objectives	
1. WHO	Who will accomplish the task? Indicate if it is a single individual, or if others are involved.
2. WHAT	What is to be accomplished?
3. WHEN	When is it to be accomplished.
4. CRITERIA	How will the accomplishment be measured? It can be a quantity, target, a level of quality and/or specific completion date.

F. Examples

To be useful, performance objectives must develop from the employee's 'key results areas'. The performance objectives will describe the specific activities the employee will do as well as the expected outcomes and indicators, in order to meet his or her responsibilities under the 'key results areas'.

For example: For the position of Director of Human Resource Development

KRA: Key Results Area	OBJECTIVES
Performance Management	To develop a Performance Planning and Review System for program staff to ensure effective work planning by 6/30. To train all staff by March 30.
Personnel Policy	To review and update personnel manual and distribute to all staff by December 1.

For the position of a Field Supervisor:

KRA: Key Results Areas	OBJECTIVES
Supervise volunteers	Conduct monitoring visits to the working areas on a monthly basis to assess the performance of the volunteers against plans and objectives.
Maintain client records	Prepare and submit accurate reports to field manager by the 10th of each month.

III. DEVELOPING A JOB DESCRIPTION

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- A. Purpose of Job Descriptions
 - B. Components
 - C. Steps to Developing a Job Description
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Definition: A job description is a document, on file, that states the job title, describes the responsibilities of the position, the direct supervisory relationships with other staff, and the skills and qualifications required for the position.

A. Purpose of Job Descriptions

Job descriptions are the basic organizing element in any organization. They document an employee's tasks and responsibilities, what his or her authority is, and what skills and qualifications are necessary to do the work. They form the basis of the contract an individual holds with the organization. A job description has several purposes in the organization:

- 1. Hiring:** To ensure that the person who is hired has the necessary qualifications and understands the scope of the position in question. The job description serves as a guideline for developing hiring criteria, questions for the interview and the reference checks.
- 2. Orientation:** To serve as a guide in orientation and help the employee understand what is expected of them and how they relate to other people in the organization.
- 3. Supervision:** To serve as a basis for the supervisor and the employee to develop a work plan for designated time periods (6 months) and to help the supervisor to monitor performance.
- 4. Performance Review:** To help the supervisor systematically review the employee's performance on all assigned tasks.
- 5. Operations:** To help the organization organize its work, assign all the necessary tasks to the right employee, and effectively address the goals of the organization.
- 6. Salary:** To develop a salary structure which is internally consistent with the defined level of knowledge, skills and experience required for the job as well as with the level of responsibility.

B. Components

The major elements of a Job Description are:

- | | |
|--|---|
| 1. Job Title, Post, and Supervisor: | The standard title for the person doing the work, the job location and the person to whom it reports. |
| 2. Date: | The date this description was developed. Job descriptions should be revised over time as the nature of jobs change. |
| 3. Job Summary: | This section is a summary of the main job function(s). It should be brief, one or two sentences describing each main job function. |
| 4. Job Duties: | A more detailed description of all the activities for which the employee is responsible. For complex jobs, it helps to divide this section into categories. |
| 5. Qualifications: | A description of the skills and qualifications, including educational credentials if appropriate, which are required for the job. |

C. Steps to Developing Job Descriptions

Whether you are writing new job descriptions or revising old ones, it is important to start with an analysis of the organization's mission and goals. The mission will provide you with information about the values, characteristics and personal qualities that you want to be reflected by all staff.

The goals will provide you with the information about the types of activities which must be carried out and the skills and qualifications these will require.

Steps:

1. Analyze the organization's mission and goals.
2. Decide on the values, characteristics and personal qualities you want to be reflected by staff.
3. Decide on the types of activities (work) that must be carried out in support of the organization's goals.
4. Cluster similar types of activities, or jobs, into broad categories and determine the major types of job duties indicated by each category.
5. Analyze the job categories to identify the knowledge, skills, and qualifications required to successfully carry out the major duties. These can include:
 - ▶ formal education and/or credentials;
 - ▶ particular types of previous work experience in the job area;
 - ▶ particular types of additional management/supervisory experience;

- ▶ specialized skills, e.g., communication, problem solving, technical or language expertise, self-directed.

6. Consider any other special requirements of the job, e.g. travel obligations, evening, Saturday or weekend work.

7. Using this data, write or update job descriptions for all staff.

Job descriptions must be written before you select new staff members. Clearly written job descriptions will serve as a guide for the person in charge of recruiting new employees. Assessing candidates by the same criteria will help to ensure an equitable hiring process and will result in a qualified person being selected for each position.

Helpful Suggestions:

- ▶ If possible, request to visit a similar organization to learn how they have categorized their job functions.
- ▶ Observe and interview representative employees from the various categories of personnel in your own organization to develop a comprehensive list of the activities they carry out.
- ▶ Ask the organization's supervisors and subordinates to review the list and add or delete items as necessary.
- ▶ Try to find out what works well and what doesn't with their system.
- ▶ Finalize the list and analyze it in relationship to similar levels and types of jobs.

D. Examples

See attached examples.

D. SAMPLE JOB DESCRIPTIONS

1. Community Based Distribution Project Officer

Job Title *CBC Project Officer* *Date* _____
Department *Community-Based Distribution Project*
Reports to *Project Director*

Job Summary:

Supervise all aspects of the CBD program (performance of agents and meeting of targets) and maintain close relations with the communities and other parties involved.

Job Responsibilities:

1. Maintain good working relations with the community, government agencies, individuals and institutions involved in family planning work in Momonboro.
2. Review program operations regularly and identify and correct identified performance problems.
3. Review all monthly reports including financial computations to monitor expenditures against budget.
4. Hold joint monthly meetings with CBD workers and team leaders and review the progress of the work; check records and carry out spot verification of distributors' and team leaders' monthly performance.
5. Impart routine training to distributors during supervisory meetings and monitor project's progress.
6. Provide feedback on distributors' performance to area community leaders and obtain periodic information on community's response to the program.
7. Coordinate the activities and input of all the other units of the FPAM and from consultants.

Qualifications:

1. Minimum first degree in social science or nursing with experience in social work, family planning, or community development.
2. Area resident but with ability to travel independently.
3. Ability to communicate well in English and one of the local languages.

Attitudes and Personal Qualities:

1. Female, neat appearance.
2. Flexible

D. SAMPLE JOB DESCRIPTIONS, continued

2. Community-Based Distribution Assistant Evaluation Officer

<i>Job Title</i>	<i>CBD Assistant Evaluation Officer</i>	<i>Date</i> _____
<i>Department</i>	<i>Community-Based Distribution Project</i>	
<i>Reports to</i>	<i>Evaluation Officer</i>	

Job Summary:

Perform evaluation and other tasks for the CBD Project to support the work of the Evaluation Officer.

Job Responsibilities:

1. Receive, tabulate and analyze the field returns from the CBD Project under the supervision of the Evaluation Officer.
2. Assist the Evaluation Officer in formulating the overall plan for the Unit.
3. Assist Distribution Officers in the development of a realistic and measurable work program budget, three year plan and other action strategies.
4. Serve as the principal deputy to the Evaluation Officer and advise her or him on matters relating to the CBD Project.
5. Undertake any other task that may be given to her or him by the Evaluation Officer.

Qualifications:

1. A university degree in demography, education, economics, statistics, or advanced studies.
2. Experience and capability in research and evaluation.
3. Two years of work experience.
4. Ability to develop research proposals and evaluation guidelines.
5. Ability to speak and write English fluently.

Attitudes and Personal Qualities:

1. Ability to work under pressure and for long hours.

