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## Performance Management Framework

### Introduction

1. In line with the Human Resources Strategy 2006–09 (GB.294/PFA/16) the current appraisal system has been revised to allow the Office to manage the performance of its staff in a way that recognizes achievements, deals with underperformance and reflects good practice at international level. The revised Performance Management Framework (PMF) provides a comprehensive, continuous and flexible approach to the management of performance in the Office, in teams and individuals that involves planning and monitoring work with an emphasis on dialogue and feedback between all concerned parties.
2. The purpose of this Note is to provide a brief description of the new PMF in line with the amendments to the Staff Regulations announced in *Directive Amendments to Staff Regulations necessary to implement the new Performance Management Framework*, IGDS No. 102.

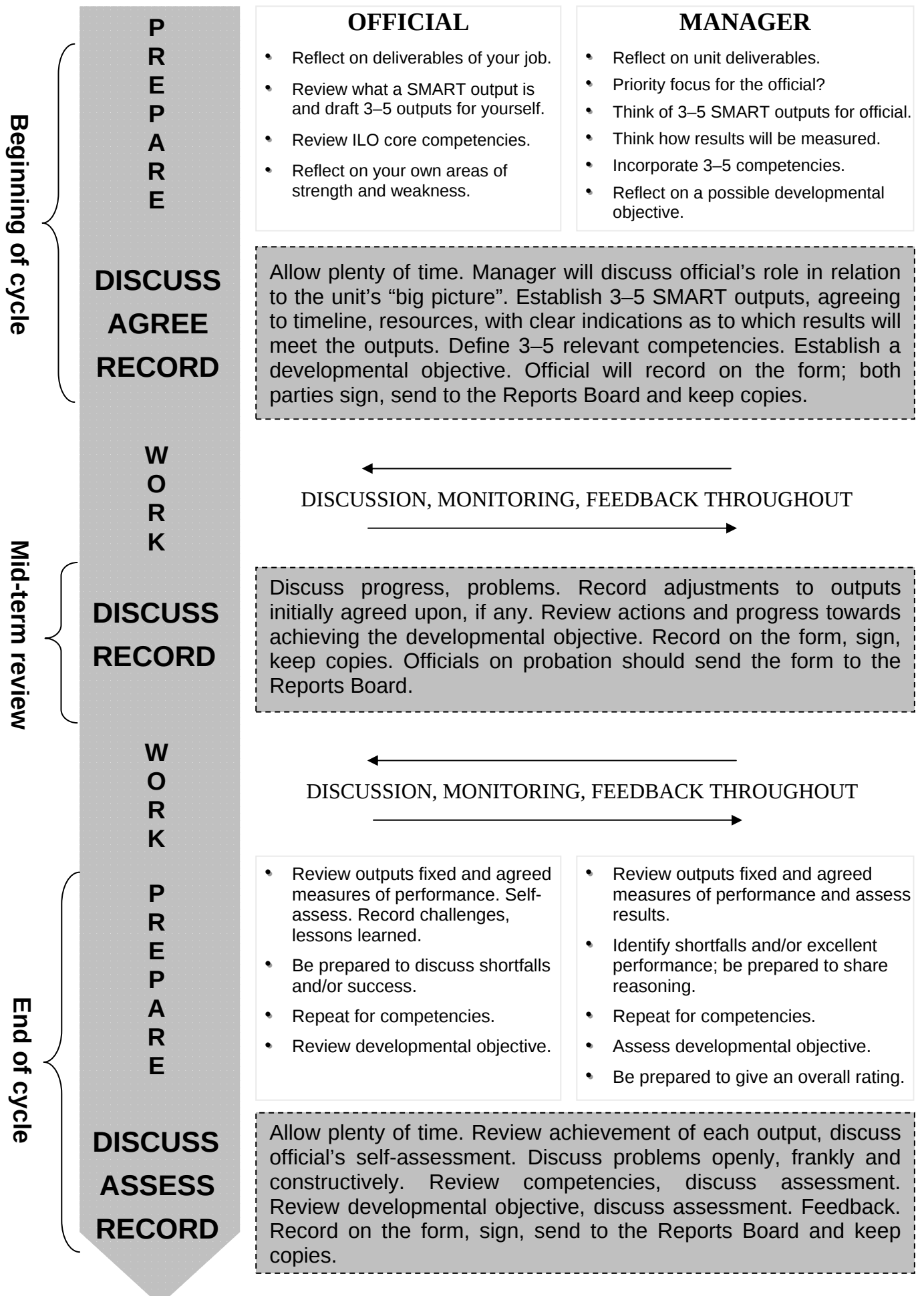
### The new Performance Management Framework

3. Performance management should be a process through which individual efforts are joined in order to deliver the best possible results. It should motivate and reward staff and assist managers in attaining the goals that they are accountable for.
4. Through performance management, **staff members** have the opportunity to discuss their work at regular intervals, have clarity on what is expected from them, and receive support in their jobs and for their further development.
5. **Managers** have the opportunity to communicate the “big picture” that will enable their team to work together towards common goals, monitor the progress of the staff under their supervision, inspire, coach and further develop their staff.
6. Performance, if managed correctly, will allow supervisors to make sure their teams stay on track so that their units, departments and offices deliver the services on which the Office has made a commitment to its constituents in a timely and effective manner.
7. Effective performance management is always based on a two-way exchange between the official and the manager. This means that the success of the new PM system will largely depend on the active participation of every staff member in performance discussions. Staff members are therefore strongly encouraged to think and express their ideas about the way they can contribute to the achievement of their unit's goals and to their professional and personal development.

## The process

8. Performance management is based on two main pillars: on the one hand it links individual results and workplans with unit or organizational outcomes established through results-based management (RBM), and, on the other, it is based on continuous dialogue and feedback on work.
9. Performance discussions are an ongoing process, but at certain points in the biennium, the outcomes of these discussions are formally recorded and constitute the appraisal process, as follows:
  - (a) A **beginning of cycle** discussion during which the following are established: outputs in line with unit or departmental expected outcomes, the main competencies required for the achievement of the outputs and the staff member's job role, as well as a developmental objective. Expected accountabilities for managers are clarified during this discussion.
  - (b) **Mid-term review** – a discussion to review progress against what was planned at the beginning of the cycle, allowing for a redirection of efforts if required.
  - (c) An **end of cycle** discussion – to assess results achieved on outputs, on the selected competencies (including a self-assessment by the official), as well as on actions taken and results obtained through the developmental objective. Managerial accountabilities are also assessed at this stage (e.g., how performance is managed in the unit, how the manager supports the development of his or her staff, what actions have been taken in respect of Organization-wide targets for geographical representation and gender, etc.).
  - (d) Between the mid-term and the end of cycle reviews, an **upward feedback** form is completed in respect of responsible chiefs (RC). The form will include evaluation of values and competencies demonstrated by the RC, and his/her overall effectiveness. The results of this form (submitted three months prior to the end of cycle discussion) should be taken into account by the supervisor's supervisor during the end of cycle review. The compilation of results will be done externally to ensure anonymity.
  - (e) A special process exists for officials on **probation**, to include input from some of their colleagues.

## Performance management overview



## Questions and answers

### 1. *Why is performance management important?*

The purposes of performance management are:

- To plan for performance, ensuring a common understanding of performance targets, making expectations clear through dialogue and feedback.
- To focus attention on results, but also on how those results are achieved through the use of the core competencies of the ILO.
- To enhance a learning culture through developmental objectives.
- To obtain a more complete picture of managers' performance by obtaining upward feedback from their teams.
- To evaluate the performance and fit of new staff at the earliest possible date through a comprehensive probationary process.

### 2. *What do we expect from ongoing dialogue and feedback?*

Performance management should not only happen every two years or even once a year at the time of the mid-term review. It is not an administrative imposition, but rather a management tool that helps teams stay on track. It should be part of everyday work practices, in which assignments are given, goals are clarified, and performance feedback is given as to what is going well in order to recognize and reinforce it, what might not be going so well so that it can be stopped before it is repeated or becomes a larger issue, and what could be areas for improvement.

Staff members should also take an active part in the performance management process by keeping their managers up to date on the progress they make and/or difficulties they encounter.

Ongoing dialogue and feedback are also important because they will help to avoid surprises at the end of cycle performance management review.

### 3. *How is performance measured?*

The following elements are assessed:

- The achievement of the outputs established through discussion at the beginning of cycle, against the agreed measures of success.
- The defined core competencies through a self-assessment and an assessment by the manager.
- Actions taken and results obtained for the developmental objective.
- In addition, for managers, input from their staff as to their integrity, sensitivity to diversity, communication, orientation to learning, etc.
- In addition, for managers, the results for which they are accountable, but also their achievements on issues such as managing performance in their unit, supporting the development of their staff, and their efforts to achieve organizational priorities.

A combination of ratings and free text assessments will be used to measure the above elements:

- Whether the outputs have been fully met, partially met, or whether the expected results have been exceeded.
- Whether the indicators of success for the competencies have been fully met, partially met, or the expected level has been exceeded.
- For managers, input on the upward feedback form is based on numerical ratings.
- For managers, the section on managerial responsibility is based on a number of questions.
- An overall assessment will consist of three levels: fully meets performance requirements, does not fully meet performance requirements or consistently exceeds performance requirements.

#### **4. *What is the periodicity of appraisals?***

The **regular appraisal cycle** is of two years, and is linked to the programme and budget biennium. Officials on **probation** have a cycle that is dependent on their entry on duty date. After the two years of probationary service, they will have a third appraisal with a variable duration until the start of the next biennium.

Officials on **technical cooperation** contracts have their first appraisal report six months after entry on duty; thereafter they will be appraised on an annual basis.

#### **5. *How are officials on probation assessed?***

An official is on probation during the first two years of service. During this period, he or she will be appraised yearly, with a mid-term review taking place after six and 18 months of service.

Within one month of his or her entry on duty, the official on probation has a discussion with the supervisor in order to link his or her deliverables to the workplan and goals of the unit or office, establish the outputs expected and the measures of success, clarify how the selected core competencies should be demonstrated, and establish a developmental objective.

During the mid-term review after six months, the supervisor and the official designate three to five colleagues familiar with the work of the official, or staff receiving his/her services, who will be asked to give feedback, in time for the probationary report established after 21 months of service.

#### **6. *How is good performance rewarded?***

Managers should keep in mind that when asked, staff members are most likely to say that the main reward they look for is **recognition** by the supervisor and other team members for excellent work.

The introduction of several reward measures aimed at recognizing various types of meritorious work in the ILO is being discussed.

#### **7. *How is underperformance dealt with?***

Underperformance jeopardizes the meeting of individual and organizational goals and objectives through unmet deadlines, complaints from peers, direct reports or managers, complaints from those receiving the services of the official, negligence, etc. Managers observing underperforming staff should think about the possible reasons for this (e.g., change in the nature of the work, need for training, unclear feedback, state of health or other circumstances beyond the control of the official, conflict in the workplace, etc.).

A discussion with the official should then take place clarifying in what areas the person's performance is below expectations, allowing the staff member to raise any concerns about the job and the quality of support and guidance received.

A number of possible solutions should be found during this conversation, for example, additional training, coaching, and/or a performance improvement plan with clear objectives, timelines and monitoring. After a period of six months, a review should take place, and the results submitted to the Reports Board. In case there is no or insufficient progress, mechanisms will be put in place for further monitoring and decision-making.

**8. *How does the Office ensure consistent implementation of performance management?***

It is one of the Reports Board's functions to guide responsible chiefs to manage performance correctly and consistently. The Reports Board examines appraisal reports and provides comments, recommendations and guidance to ensure consistency and compliance.

**9. *With the new periodicity, how can responsible chiefs manage many appraisals all due at the same time?***

We encourage responsible chiefs to involve the managers of smaller units in the appraisal of the officials in their units. Having day-to-day contact with staff they can better guide them in their work and assess their performance.

**10. *How will performance management be implemented in field offices?***

The new PMF is designed for and will be implemented in the entire Office. All the principles of the new Framework, such as the link to the P&B deliverables, periodicity of appraisals, the forms, etc., apply to both headquarters and the field duty stations. Information sessions/workshops will be organized by SHROs in every region. Various measures linked to performance management, such as dealing with excellent and unsatisfactory performance, are equally relevant for headquarters and field offices.

**11. *What performance management support is available?***

Managers and staff may occasionally need support with performance management, and several options for obtaining it exist:

- The Human Resources Development Department (SHROs, Reports Board secretariat, HRD senior management) are at your disposal.
- Reports Board members may also be contacted for advice and support.
- The Staff Development Unit in HRD may also organize individual coaching sessions.
- Guidelines for conflict prevention and resolution.
- The Mediator may also be contacted in a fully confidential manner.

**12. *What training is available?***

Our training strategy is aimed to cover both the procedural side of the new ILO system and forms, as well as the managerial skills necessary to manage performance. Several elements will become available in the next few months:

- Intranet: Information on the performance management process, forms and guidelines, training options and materials, frequently asked questions, dates and times of information sessions (which will also be transmitted through email).
- Online courses on the basic principles of performance management and other related subjects.

- Interactive simulation of performance management discussions for managers (online and on CD-ROMs).
- Training on ILO PMF – computer-based course to become available online (for headquarters and those having easy access to the Internet or Intranet) and on CD-ROMs (for field offices without such easy access).
- Internal information sessions.
- Workshops.
- Furthermore, there are several Management and Leadership Development Programme (MLDP) booklets on related subjects which provide useful additional reading: *Performance management*, *Managing teams*, *Motivating and empowering staff*, and *Delegating and coaching*.

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### ***Additional references***

All related documents, including the new forms and guidelines may be found on the Performance Management page of the HRD Intranet:

<http://www.ilo.org/intranet/english/bureau/pers/performance/index.htm>.