



8 August 2018

Performance Management Framework

Introduction

1. The Performance Management Framework (PMF), launched in July 2009, is an important component of the ILO Accountability Framework. The PMF supports the implementation of Results-Based Management at the individual level and contributes to the fulfilment of individual development needs and goals.
2. The 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.
3. This Note is effective as of 1 January 2018.
4. This Note should be read in conjunction with the following documents:
 - Office Guideline, IGDS No. 507 (Version 1), *Performance Management Framework: Performance ratings*, dated 7 November 2017.
 - Office Directive, IGDS No. 524 (Version 1), *Amendments to the Staff Regulations: Changes to the Performance Management Framework*, dated 14 March 2018.

The Performance Management Framework

5. The PMF is based on two main pillars: (1) It links individual results and workplans with unit or organizational outcomes established through results-based management; and (2) it requires continuous dialogue and feedback between staff and managers to formulate performance requirements and developmental objectives and to monitor progress and evaluate results.
6. Effective performance management is based on a two-way exchange between the official and the manager. Through the performance management process staff members will gain greater clarity about goals and expectations for their work unit and their own work, and have opportunities to discuss and work with their manager on their ongoing professional development.

The performance appraisal process

7. Performance management is an ongoing activity, and at certain points in the year the outcomes of performance discussions are formally recorded using online forms in the Performance Management Module of ILO People. Either party may initiate the performance discussion, but the direct supervisor has the overall responsibility for ensuring that the dialogue takes place. The appraisal process comprises:

- (a) **Beginning of cycle** – a discussion to establish three to five outputs linked to unit or departmental outcomes and the staff member’s job description; three key competencies particularly relevant for the achievement of the outputs and the staff member’s job role; and one or more developmental objectives aligned with the individual development needs and/or career aspirations of the staff member. The relative importance of the different outputs and competencies in the appraisal should be discussed. A managerial output is automatically assigned to all supervisors and should be discussed to clarify expected accountabilities.
- (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. The timing of the mid-term review is flexible. Formal documentation at the mid-term review is recommended if any of the following conditions apply:
 - (i) The direct supervisor or official indicate that they wish to record progress or make changes.
 - (ii) The work priorities have changed requiring the establishment of one or more new outputs.

Formal documentation of the mid-term review is mandatory if there are performance issues and for officials on probation.

- (c) **End of cycle** – a discussion to assess results achieved against what was agreed on at the beginning of cycle and possibly refined at the mid-term review.
- (d) Between the mid-term and the end of cycle reviews, **upward feedback** is completed in respect of officials with supervisory responsibilities, other than those on probation. The online form includes an evaluation of values and competencies demonstrated by the direct supervisor, and his/her overall effectiveness. The upward feedback results are taken into account during the end of cycle discussion and review, and also assist in identifying developmental needs.
- (e) A **multiple rater feedback** exercise is undertaken for officials on probation, to include input from three to five colleagues familiar with their work. For responsible chiefs, the colleagues selected must include at least three direct reports.

Performance appraisal review periods

- 8. All staff with Fixed Term (FT) or Without Limit of Time (WLT) contracts, except those on probation, follow an annual performance cycle that is aligned with the calendar year.
- 9. Upon transfer or appointment of staff who are not on probation, any period of six months or more between the entry on duty date and the end of the calendar year shall be covered by an initial appraisal until the end of that calendar year. Any period of less than six months shall be covered by the appraisal for the subsequent calendar year.

10. The performance cycle for officials on probation is dependent on their entry on duty date. Any intervening period of six months or more between the end of the final probationary appraisal and the start of the next calendar year, shall be subject to an appraisal covering the period to the end of the current calendar year. Any intervening period of less than six months shall be covered by the subsequent appraisal cycle.

Measurement of performance

11. At the end of cycle, a discussion takes place to assess the results/level achieved on the expected outputs, selected competencies, and developmental objective and to identify challenges/lessons learned. The relative importance of the different outputs and competencies in the appraisal is an important element to take into account to ensure a consistent overall rating at the end of cycle.
12. An **overall performance rating** is provided by the manager after consideration of the performance conversation, the official's self-assessment and the manager's own assessment. A five-point rating scale applies to the evaluation of outputs, competencies and overall performance. For guidance in using the five-point scale for evaluating overall performance please refer to the information available on the [Intranet](#). Most ratings must be justified on the form with specific examples.
13. Where applicable, Upward Feedback and Multiple Rater results provide additional input for the assessment of performance.

Rewards and recognition

14. The rewards and recognition framework supports and promotes an organizational culture that recognizes excellent performance. In addition to formal mechanisms, managers are encouraged to take advantage of opportunities to recognize and show appreciation for individual and team excellence.
15. Rewards and recognition mechanisms include: ILO Recognition Awards, ¹ merit increments, promotion linked to the official's record of service, titularization, etc. Modalities of each of these mechanisms are covered in separate IGDS documents. For administrative exercises where the level of performance of duties is part of the evaluation criteria, the five-point scale will be applied.
16. The granting of merit increments is aligned with the annual performance cycle. Merit increments for a given year will be awarded effective from 1 July of the following year.

Managing underperformance

17. Underperformance jeopardizes productivity and the achievement of individual and organizational goals and objectives. Managers observing underperforming staff should think about the possible reasons why (e.g. change in the nature of the work, need for training, unclear feedback, state of health, conflict in the workplace, or other circumstances beyond the control of the official, etc.) and then hold a discussion with the official at the earliest opportunity. A manager should not wait until a mid-term review or end of cycle to raise performance issues.

¹ https://www.ilo.org/dyn/hrd/intranet.view_page?p_lang=en&p_id=1426.

18. When addressing underperformance, the manager should provide specific examples of instances where performance has been below expectations. The staff member should be allowed to respond to any examples and raise any concerns about the job and the quality of support and guidance received.
19. A number of possible solutions should be discussed between the manager and the official to jointly address the issue(s) and support improved performance. These may include, but are not limited to additional training, coaching, and/or a performance improvement plan with clear objectives, timelines and monitoring. Regular meetings should be held to discuss progress and to determine any additional actions required. If a performance improvement plan has been implemented, a review should take place at the end of the agreed time period and the results submitted to the Reports Board. In case there is insufficient progress, mechanisms will be put in place for further support, monitoring and decision making.
20. Managers are encouraged to consult *Managing Underperformance – a guide for managers*² for information on how to deal with issues related to performance in a fair, transparent and procedurally correct way.

Available support

- Various guides are available: Guide to Writing SMART Outputs, Guide to Competency Development, Guidance on using the five-point rating scale for the overall performance rating, etc.
- Instructions for completing the online forms can be found in [ILO People](#).
- Coaching sessions are available for specific questions or concerns. Interested staff members may request an individual, group or phone appointment by sending an email to: PMCOACHING@ilo.org.
- The Mediator, HR Partners and the Reports Board secretariat can be contacted in a fully confidential manner.
- For more information, please consult the Performance Management Intranet page: https://www.ilo.org/dyn/hrd/intranet.view_page?p_lang=en&p_id=306.

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² http://www.ilo.org/dyn/hrd/intranet.file_open?p_reference_id=3401.