

## The ILO Performance Management Framework at a Glance

The ILO's Performance Management Framework (PMF) comprises the required processes and tools for the effective management of performance for staff at all levels, and focuses on results, competencies and development. The PMF provides a forward-looking, comprehensive, continuous and flexible approach to the management of performance and involves the planning, monitoring and assessment of work with an emphasis on dialogue and feedback.

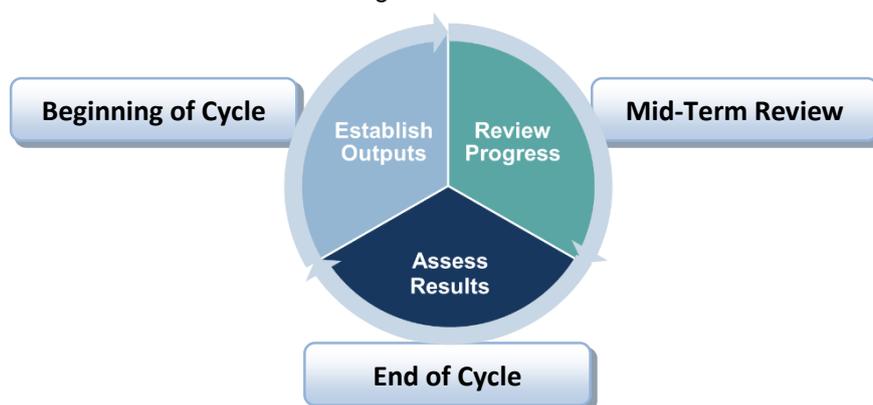
### **PMF Objectives**

The PMF is designed to:

- Promote accountability at all levels.
- Provide Member States and Constituents greater visibility regarding staff performance in achieving the goals of the ILO.
- Link results-based principles and objectives at the organizational level with individual results.
- Encourage ongoing dialogue and feedback between staff members and their managers.
- Increase clarity regarding performance expectations through an agreed plan.
- Support the growth and development of all staff.
- Provide the basis for rewards and recognition.

### **PMF Cycle**

All staff on fixed-term contracts follow a three-phase cycle aligned with an established performance period. The timing and duration of the performance cycle vary depending on contract type e.g., Probation, Technical Cooperation and Regular Budget. Each phase begins with a discussion between the staff member and his/her manager and culminates with an official document.



#### **Phase 1: Beginning of Cycle (BoC)**

This discussion aims to establish the expected outputs of the staff member and to ensure they are linked to unit/departmental priorities. The key competencies required for achieving the outputs and developmental objectives are also defined. This creates the focus on priorities and accountability for both the staff member and his/her manager. The agreed outputs, competencies and development objectives are recorded in the online performance appraisal form in [ILO People](#). The development of a unit work plan facilitates the establishment of individual outputs.

#### **Phase 2: Mid-term Review (MtR)**

This discussion is intended to review progress against what was planned at the beginning of the cycle and to record it formally in the online performance appraisal form in [ILO People](#). At this point, adjustments or a redirection of efforts can be made as required.

#### **Phase 3: End of Cycle (EoC)**

This discussion takes place at the end of a given performance period and aims to assess the results/level achieved on the expected outputs, selected competencies, and developmental objective and to identify challenges/lessons learned. The staff member first completes a self-assessment of his/her performance and the manager then provides his/her evaluation and an overall performance rating. Where applicable, managerial accountabilities are assessed at this stage such as how performance is managed in the unit and how a manager supports the development of their staff. The evaluation is recorded in the online performance appraisal form in [ILO People](#). The EoC meeting can be combined with the next BoC discussion.