



4 - Performance Management Systems ***Feedback from Conference***

Introduction

Over the last few years the FC systems on which we have received the most sustained criticism have been the performance management and performance related pay systems.

Concerns have included:

1. A lack of consistency in the assessment system.
2. The lack of opportunity for some staff to earn a TP marking.
3. The focus on performance recording rather than performance management.
4. Excessive bureaucracy for minimal individual and organisational benefit.
5. Insufficient reward for the effort required.
6. Reward money offered to some staff at the expense of adequate basic pay awards for all.

As part of the 2007 pay award settlement we agreed with FC management that we would work together during 2008 to review the current systems and a joint working group to look at this is about to be established. We should therefore like to use part of conference to re-establish and where necessary revise the union's position on this topic.

Topics for discussion

As a group please can you discuss and answer the following key questions:

1) Please can you list the five things that you most LIKE and DISLIKE about the current PMS and PRP system.

a) Likes:

- i) Structured. But could / is a poor structure.
- ii) Responsibilities: Too Personal, leading to problems / personality clashes.
- iii) Objectives: Need to be meaningful to reportee, own job and their contribution. Need to improve ownership.
- iv) Personal Development: Need to manage aspirations. Keeping relevant to job.
- v) When managed well: Structured, allocated responsibilities, links to organisational objectives, alignment to personal development, statistically reviewable.

b) Dislikes:

- i) Targets: Focuses on assessment rather than management. Retrospective.
- ii) Box Marking System: Current GP band too broad.
- iii) Allow inconsistency of approach.

- iv) Focuses on targets rather than individuals.
- v) Link to pay is most important disadvantage.
- vi) Biased towards senior grades
- vii) Lack of 360° feedback.

2) What do you think the purpose or key outputs of the system should be for individuals, managers and the FC?

a) Individuals:

- i) Continual dialogue with managers (scrap 6 monthly review)
- ii) Recognition of personal contribution and effort
- iii) A fair and consistently applied system.
- iv) Recognition for all parts of the business
- v) No link to pay.

b) Managers:

- i) Continual dialogue with reportee (scrap 6 monthly review)
- ii) Motivator for staff.
- iii) Managers need a support mechanism to reward their staff.

c) FC:

- i) Committed and motivated workforce.
- ii) Low turnover
- iii) Happy and enthusiastic workforce!

3) What aspects of performance should we assess?

e.g. competencies, SMART outputs, commitment to FC values etc.

To what extent should the system be about 'getting the work done' or individual performance development?

- a) FC Values: how you contribute to the team.
- b) Change performance and behavioural outcomes.
- c) Split technical ability and core competence
- d) Strengths
- e) Development needs / opportunities.
- f) Competency Framework

- g) 360° feedback.
- h) Contribution to the wider unit.

4) How should performance be measured?

Should we use one system for all staff or several depending on pay band or job type?

Should assessment be done annually, bi-annually or bi-ennially?

Should we measure team performance, individual contribution within teams or both?

Should we measure overall performance with a 'box mark' or individual aspects of performance with individual scores?

- a) Use one system for the FC
- b) 6 Monthly formal assessment
- c) Difficult to define team and dependencies on other teams; e.g. FD harvesting staff and MES. Low contribution by one of the team not penalised in group/team bonus.
- d) Box mark for overall performance and individual competency. Number of possible scores in a box to increase from three to at least four. Purpose of 'final' mark unclear.

5) Do better performers deserve more reward/recognition?

- a) Yes to recognition – thank you from managers.
- b) Yes to reward. Not necessarily money – if money one fixed amount for all (team based?)
- c) Annual fixed amount not linked to PMS?

6) What motivates FC staff to work harder and what reward or recognition would you like for your 'extra' performance?

- a) Motivation
 - i) Fear of letting down customers [Ed: this really was at the top of the list!]
 - ii) Loyalty to the FC
 - iii) Personal pride
 - iv) Money (meaningful)
 - v) Inspiring management
- b) Reward
 - i) Celebrating Success: e.g. FC pay for meal out.
 - ii) Praise / recognition.