



HUMAN RESOURCES BEST PRACTICE SERIES

THE ESSENTIAL GUIDE TO
**PERFORMANCE
MANAGEMENT**

How to build and implement an effective
performance management process

THE ESSENTIAL GUIDE TO
**PERFORMANCE
MANAGEMENT**

How to build and implement an effective
performance management process

AUTHOR: Joe Jordan, Managing Director of Smithfield Performance, works with leading organisations to enhance team and organisational performance and resilience.

SERIES EDITOR: Mary Connaughton, Head of HR Development, IBEC.

CONTENTS

Section 1 - Introduction to managing performance1

Advancements in
performance management1

Section 2 - The corporate imperative for performance management3

An integrated approach4

Recent trends in performance
management5

Section 3 - Developing a performance management process (PMP)9

Goal setting and measurement12

Using competencies14

Performance management form16

Section 4 - Line management responsibilities in managing performance17

Managing performance is about
motivating people18

Employee development20

Section 5 - Ratings and reward23

Using ratings to assess performance23

Advantages of rating scales24

Multi-source feedback26

Paying for performance26

Does performance-related pay
improve performance?28

Section 6 - Performance review meetings29

The annual performance review29

Avoiding bias30

Dealing with underperformance32

Section 7 - Best practice case studies ...35

F. R. Kelly & Co.35

Dublin Airport Authority (DAA)36

Citi Group38

Indaver Ireland40

Microsoft Ireland42

Three Q Catering Recruitment44

Section 8 - Future trends45

Resources46