



your work life

HOW TO MANAGE YOUR OWN JOB PERFORMANCE

This guide shows you how you can create a system for managing your job performance (with or without the active participation of your manager) and how to achieve greater reward and recognition based on your capacity to clearly show your achievements in your job.

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What Is Job Performance Management?

The management of job performance is regarded as a priority function in most organizations. Managers are expected at the very least to “keep an eye” on what people reporting to them are doing in their jobs and to fix quickly any problems that arise on a day to day basis. Many organizations have a formal approach to the management of job performance which requires employees to:

- Set work based objectives in conjunction with their managers and to achieve these objectives within a given timeframe, usually twelve months;
- Report regularly to their managers, on the progress they are making towards meeting these objectives;
- Undergo a formal review with their manager at the end of the planning period to assess the level of their achievements against these objectives.

The outcomes of these reviews are often used by employees to help identify their training and development needs and career aspirations and by employers when they are making decisions on salary increases, bonuses and promotions. In some cases continuing poor performance assessments can result in a person losing their job.

‘Performance management’ is based on the belief that people will achieve more in their jobs if they can focus their efforts on particular tasks and have a clear understanding of what constitutes success. Performance objectives also allow employees to focus their attention on what really matters in their job and to gain greater satisfaction from doing their job.

What Do People Think Of Performance Management?

While managers generally favour formal performance management systems, employees often have mixed feelings about them. Employees see that a well-run system can provide them with:

- A clear understanding of what they are expected to achieve in their jobs and how these outcomes are to be realised,
- The opportunity to monitor their own performance and to take corrective action if necessary to ensure objectives are met;
- The opportunity to benefit from the financial and psychological rewards that can flow from a job well done.

However, they are also sceptical about whether performance management systems are truly objective and fair. On balance employees prefer to have their job performance actively managed through some formal system over a more problematic and stressful approach in which they find themselves reacting to the day to day changes in their boss’s priorities and directions and having their performance assessed according to that person’s sometimes unreasonable, irrelevant and unstated expectations.

About This Guide

We believe that the principles embedded in performance management provide the foundation on which anyone can build their own personal system for managing their own job performance. This guide shows you how you can create a system for planning and managing your own job performance and how you can achieve greater reward and recognition based on your achievements in your job. The Guide will be of particular benefit to people working in organisations where there is no existing work planning and review processes and where managers have a tendency to be erratic and reactionary in their decision making and confusing and unfocused in their communications. The intention is to allow you to 'show off' by doing things in your job that deserve attention and that really matter.

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