

Performance Management

Performance Management is all about achieving goals by getting the best out of yourself and the people around you. As such, it is a broad subject covering many topics. This factsheet provides a brief introduction to the subject and gives suggestions about where to go for further information.

What is it?

Performance Management is a continuous process and is often also known as Management By Objectives. A simple way of looking at this process is to use the Plan-Do-Check-Act model:



Goal Setting

When setting goals, it can be helpful to be guided by the acronym '**SMART**' which states that goals should be:

- **S**pecific – clearly identified, saying exactly what is to be achieved
- **M**easurable – quantified, capable of being tracked and measured
- **A**chievable – capable of being done with the resources available
- **R**ealistic – worthwhile, meaningful and relevant
- **T**ime-bound – set against a particular date or time limit

Good practice would suggest that SMART goals can be SMARTER, adding '-ER' means that plans or projects are also **E**valuated and **R**eviewed.

You may want to consider adding a **stretch objective** as a way of providing an additional challenge for an individual or team. This might be relevant in a situation where you're interested in developing

someone's skills or want to aim for an objective beyond the business or project plan.

Employee Engagement

Employee engagement is becoming a more common management objective. The goal of employee engagement is to get staff thinking and acting more proactively about how to complete their tasks in order to achieve both business and personal goals. A well executed performance management system can help, by involving individuals and teams in identifying and setting goals at the outset, they are more likely to go the extra mile to get the job done.

Appraisal

Feedback for people involved in working towards goals is important. Many organisations use formal appraisal systems, where interviews or meetings are held, either on a regular basis or at key stages in a project. Held with the line manager to discuss performance, appraisals should be well structured and offer an opportunity to recognise and reward success as well as to look at shortfalls and offer additional support.

Reward and Discipline

Recognising and rewarding success is a key ingredient in developing and maintaining a culture that is focused upon achieving goals. The options for doing so range from a simple 'thank you' to incentives and bonus schemes.

Where performance is unsatisfactory or where a poorly executed performance management system fails to support goal attainment, it may be necessary to implement disciplinary procedures. It is recommended that you get specialist advice and support on this to ensure that the rights and responsibilities of you and your employees are fully understood and protected. The ACAS website (www.acas.org.uk) is a good resource on the law and best practice in this area.

Why is it important to me?

As a manager or supervisor, you will be responsible for the achievement of goals and objectives, as well as being tasked with motivating and

encouraging others to get things done. As an individual, you will have your own tasks, goals and objectives to achieve and may find it useful to consider how your organisation handles performance management so that you can make your own contribution.

IQ believes that the ability to manage performance is a very important skill for professionals working in the quarrying and minerals products industry. It features on our **Skills Wheel** which captures all the key skills and knowledge areas we believe are vital to successful career development in the industry.

Where Next?

Institute of Quarrying

IQ supports professionals working within the quarrying and minerals products industry through membership and training. These factsheets are produced across a range of topics to share ideas and best practice. Further information can be found via the resources section on the IQ website www.quarrying.org.