

# Performance Management

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# Session aim

To consider if your performance management process delivers what you want and to identify any necessary actions.



# What is performance management?

- It is good management! (caretaker Vs leader)
- It is about taking action in response to observed events.
- It is learning from past experience.
- It is about continuous improvement via a process of planning, doing, reviewing then revising the plan.
- It is about managing people, their motivations and performance.



# Performance Management

Think of 5 reasons why you should  
**NOT** have a performance  
management strategy.



# **Say No to Performance Management!**

Don't have the resources to spend more time on this now.

Need to focus limited resources on front line services.



# Increasing pressure on resources

Key conclusions from 08/09 Survey of 419 companies by PricewaterhouseCoopers LLP

- Poorly planned cost cutting will impact future recovery prospects and can lead to a “death spiral”.
- Organisations with advance PM capabilities are better positioned to take a strategic approach to weathering the storm.
- Organisations with advance PM capabilities are less likely to lose sights of their core strategic objectives.
- Organisations with advance PM capabilities are more nimble in adjusting rapidly to changing conditions.
- Organisations with advance PM capabilities are better positioned to deliver more for the same or the same for less.
- Low PM performers are more likely to make “knee jerk” reactions.



# Obstacles to good performance management



# Obstacles

## Vision lost amongst the process

- Don't confuse the means with the objective or the vision with the tools (NI57 and targets)
- People need a reason why more than they need the how. A person who understands the why is more motivated to find the how and make it happen.
- Focusing too much on how can just result in mindless process adherence.
- A one off big lunch is not sufficient. Regular communication is needed with all staff.
- Lead by example. Keep the vision at the forefront of all that senior management do.
- Make it stick - 9/10 organisations fail to implement their strategies. (The Balanced score card – Kaplan and Norton )



# Obstacles

## Timing – Trying to do too much too fast!

- Don't try to fix everything at once (direction, traction and speed)
- Have clear and achievable milestones.
- Build in success along the way and celebrate them.



# Obstacles

## Beware of low expectations

- Set the bar high. Aim to be the best you can be!
- Avoid the temptation to think you've arrived!  
(good, better and best)
- Adopt a continuous improvement approach regard PM as a journey rather than a destination.
- Use PM to maximise performance, not to just manage poor performance.



# Obstacles

## Don't over complicate it

- Keep it simple! Don't allow the vision to get lost in the process.
- PricewaterhouseCoopers LLP survey found that high performing organisations were 10% better at overcoming complexity barriers (gather, understanding and acting promptly upon information).
- Focus on obtaining the right information for decision making rather than reams of unnecessary reports on everything.



# Obstacles

## Inadequate communication & fear of confrontation

- Understand that all performance begins with the individual.
- Fear of confrontation can lead to acceptance of the status quo and just managing poor performance.
- Understand what motivates your people.
- Make it personal! PM is not an arms length process.
- PricewaterhouseCoopers found that high performing organisations were 13% better at overcoming resistance and fear of change and in achieving buy-in for the PM effort.
- Appraisals need to be regular and focused on continuous improvement.



# Obstacles

## **Inadequate communication & fear of confrontation**

- Objectives kept private. Results in objectives being forgotten.
- Make objectives public? – improve monitoring, scrutiny and collaboration



# Obstacles

## Inadequate resources

- PM is not a tag on function!
- Make the time to manage – consider a performance officer role or use a team approach.
- Schedule in regular reviews of data collected.
- Schedule in appraisals at appropriate intervals.
- Provide sufficient quality training for your staff.



# Summary of poor PM “Static”

- Vision lost in process
- Managing poor performance only.
- Seen as hindrance to front line service.
- Lack of vision.
- Driven by HR – form filling



# Summary of good PM “Active”

- Driven by the vision.
- Managing continued improvement in performance.
- Seen as essential to front line service.
- Led from the top and owned by all.



# Traditional DC compared to new development management approach

Development Control	Development Management
<ul style="list-style-type: none"><li>• Driven by process</li><li>• Set in ways</li><li>• Reactionary</li></ul>	<ul style="list-style-type: none"><li>• Driven by real results</li><li>• Continued improvement</li><li>• Leading a vision</li></ul>



# Development Management

“Achieving the Government’s objectives for development management will require local development management services to be more proactive and delivery focused...”

Development Management: Proactive planning from pre-application to delivery –  
Consultation draft December 2009



# Moving forward or backwards?

“Councils would rid themselves of their ‘performance management’ departments that are preoccupied with ticking boxes and collating ‘evidence’ for the Audit Commission.”

John Sneddon – July 2009



# Moving forward or backwards?

“The way forward is for organizations to take ownership of their own performance management within a culture of continuous improvement - not blame.”

*Max Moullin – Feb 2010 - Director of the Quality and Performance Research Unit at Sheffield Business School*



# **We are subject to political change**



“The vision must be followed by the venture. It is not enough to stare up the steps – we must step up the stairs.”

*Vance Havne*



# Questions & discussion

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