



Leadership and Management Programme for Senior Management of
National Meteorological and Hydrological Services
Singapore, 4 – 8 September 2023



Performance Management Frameworks & Tools

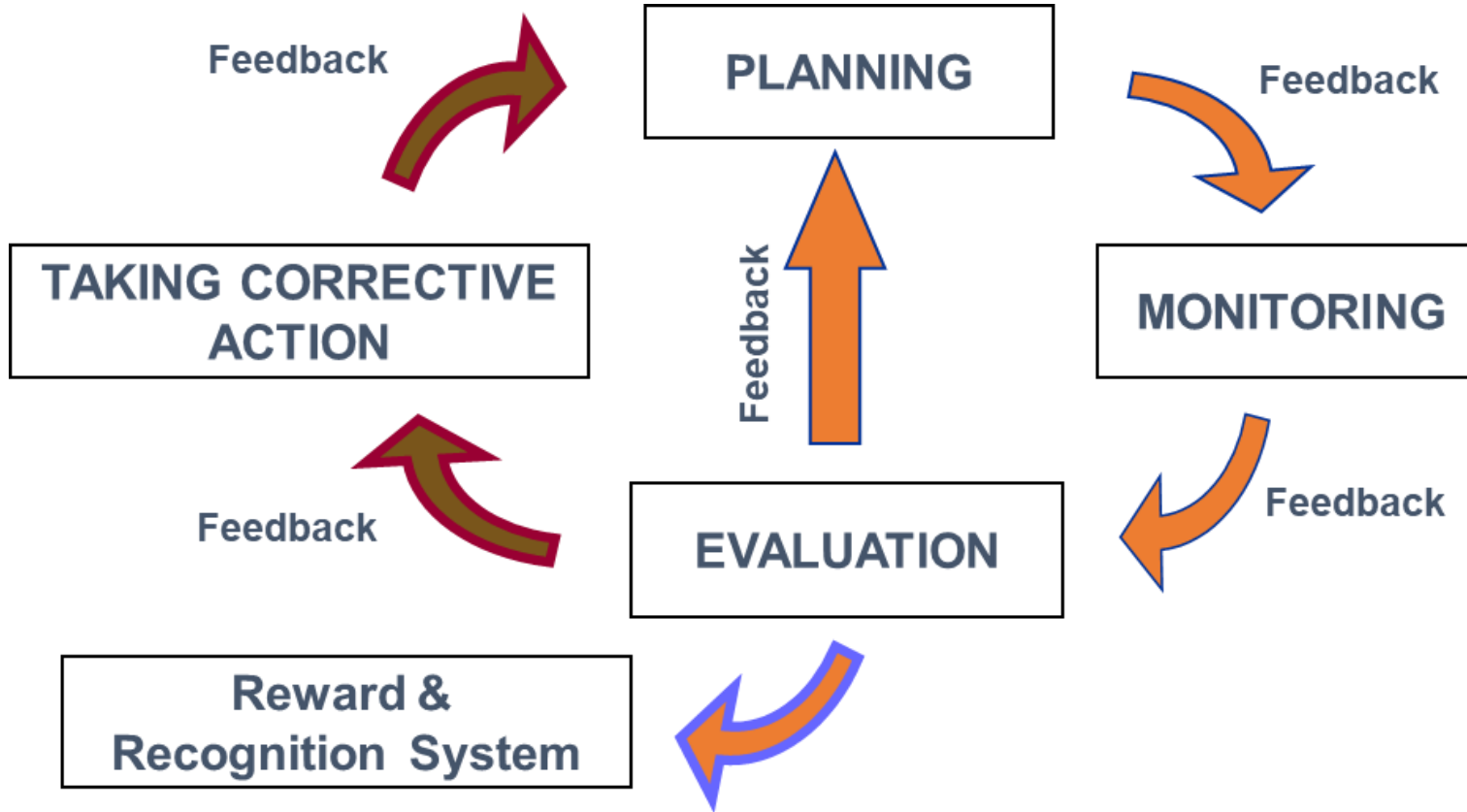
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Performance Management Principles

- Fair and seen to be fair
- Credible and Rigorous
- Timely → 'no surprises'

Performance Management Cycle



Performance Planning

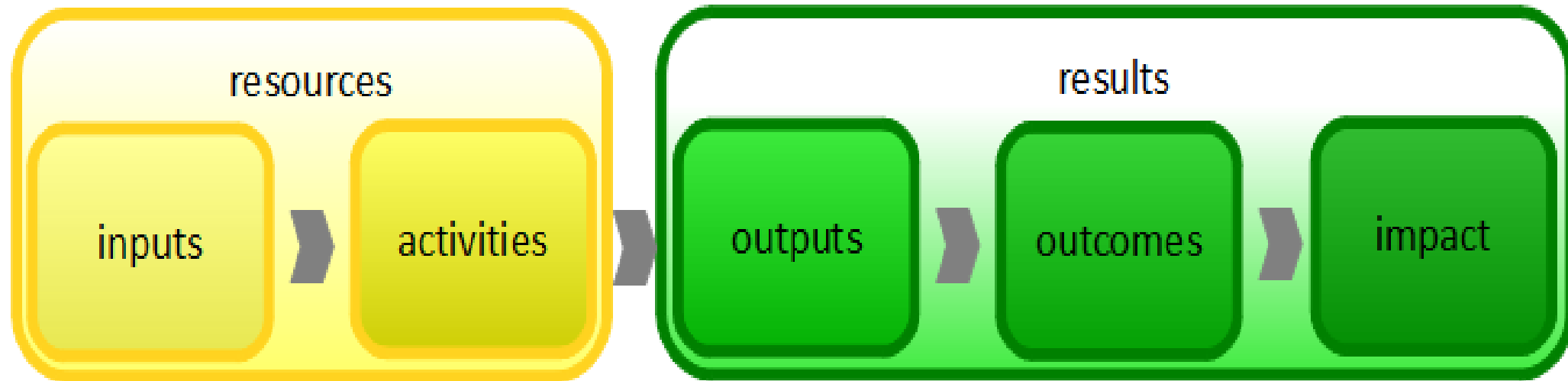
The planning stage of the performance management cycle is crucial.

People do better when they know what output is expected of them and what the rules are for getting there.

It is important for an organisation to :

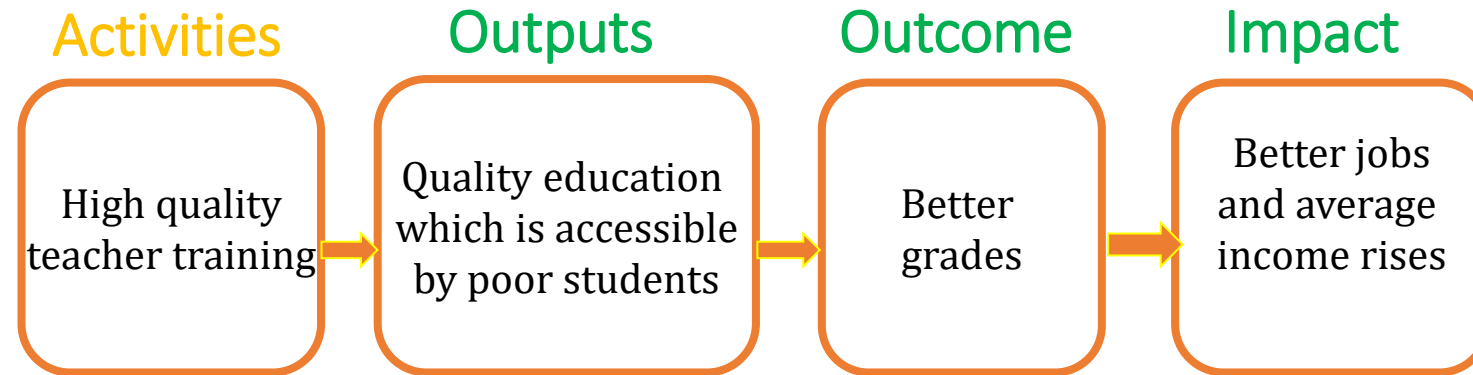
- 1) Establish clear performance expectations by setting targets
- 2) Select training in the skills and abilities to help employees perform competently

RESULTS-BASED PERFORMANCE MANAGEMENT

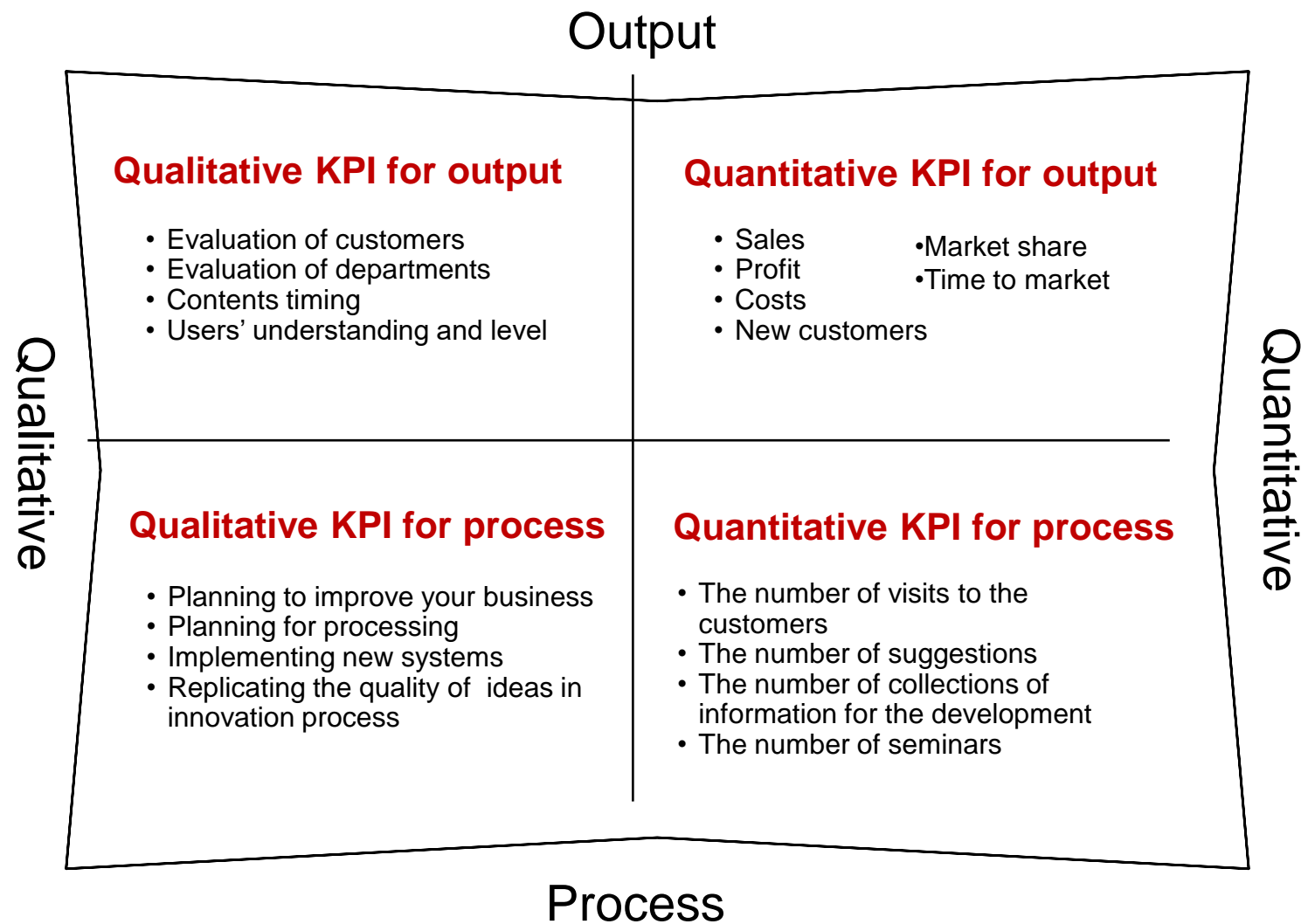


RESULTS-BASED PERFORMANCE MANAGEMENT

Example



Key Performance Indicators



Performance Monitoring

- During the year, officers to be motivated to accomplish their targets and training plans by regularly monitoring their performance, giving them feedback and coaching them
- Providing on-the-job training helps to close performance gaps.
- Coaching helps to maximize the learning experience

Performance Evaluation

Who rates the employee performance?

- Usually done by the immediate supervisor
- However, performance appraisals can be done by anyone who is:
 - familiar with the job's responsibilities and performance objectives;
 - has sufficient opportunity to observe the employee's job performance;
 - has the know how to distinguish between behaviours that produce effective or ineffective job performance

Different ways to evaluate:

- Supervisor Evaluation
- Peer evaluation
- Self-evaluation
- Subordinate evaluation
- Multi-source evaluations (360 degrees)

Performance Review: Getting Results

- Job Description – Check and confirm
- Get Employee Feedback
- Encourage 2-way communication
- Agree on Expectations
- Emphasize Professional Development
- Explore Solutions
- Give reasons and explain consequences
- Follow Up and Monitor Results
- Maintain Confidentiality

Performance Rating

- Overall Performance Grade = Individual Contributions + Performance Qualities
- Rating scale
 - A/B = meets most work targets and standard of work far exceeds for some of the work
 - C = meets most of the work targets and standard of work exceeds for most of the work
 - D = meets some of the work targets and standard of work meets expectations for most of the work

Potential Rating

Currently Estimated Potential (CEP)

- Estimation of the highest appointment or level of work an officer can competently handle ultimately
- Essential for identifying leadership talent and better develop and deploy employees to help them to reach their potential
- CEP =
 - Degree of demonstration of Performance Qualities +
 - Assessment of potential to manifest the performance qualities at a higher level +
 - Possible derailers and mitigating factors

Recognition for Good Performance

- Performance Bonus & Pay Increment depend on Performance
- Promotion depends on both Performance & Potential

Assessing Potential

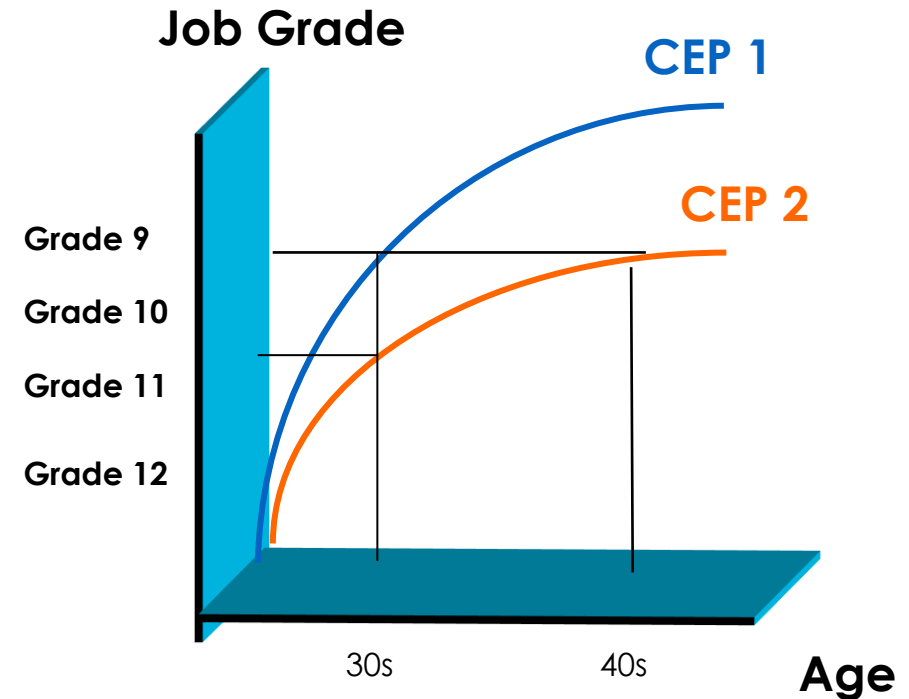
Why Assess Potential?

- Prevent promotion beyond ability
- Determine suitable training & development
- Identify talent

How is Potential Assessed?

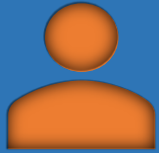
Example

- Achievement Orientation
- Influence and Collaboration
- Motivation for Excellence



Performance Moderation Process

1

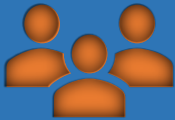


Pre-Moderation

Manager determines an employee's performance grading (PG) based purely on the criteria set for individual performance assessment.

Manager ranks all the employees in the same job grade with the same PG in his/her unit.

2



Moderation

At the respective division/agency level, all these rankings are tabled for discussion and moderated based on the performance distribution allocated. Within an organisation, there are typically 2-4 levels of moderation.

3



Post-Moderation

The moderation results are formally approved and entered into the performance database. Employees are individually informed by their supervisors of their performance ratings.

Appeal process is activated, if applicable

Desired Outcomes of the Performance Management System

Individual	Manager	Organisation
<ul style="list-style-type: none"> • An increased awareness of how performance is assessed and monitored • Deepening their understanding of their strengths and development areas • Identify ways in which to improve their performance • Provide an opportunity to raise problems and ask questions • Provide an opportunity to discuss and clarify training and development needs • Enables objectives to be set for the next period 	<ul style="list-style-type: none"> • An opportunity to exchange views and opinions with individual/team members • An opportunity to identify/highlight development areas • An improved understanding of the resources available • An improved understanding of the expectations of the individual/team • An opportunity to plan for and set objectives for the next period • An opportunity to plan for achieving improved performance • An opportunity to motivate members of the team 	<ul style="list-style-type: none"> • Alignment- To align individual performance targets with the organization's strategic vision/missions/objectives. • Differentiation - To enhance Agency's overall performance by differentiating performers from non-performers. • Accountability - To ensure organizational effectiveness by cascading institutional accountabilities to the various levels of the organization's hierarchy

Thank You