

Employee Performance Management System Training



ENQUIRIES

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Overview

Employee Performance Management supports strategy execution by providing a mechanism for aligning individual goals and behaviour with the organisation's strategic intent. The idea behind this is that by alerting managers of areas where individual performance deviates from expectations, they can be encouraged to focus their attention on these areas, and hopefully as a result trigger improved employee performance. This positions Employee Performance Management as one of the key drivers of strategy execution. This course is aimed at equipping participants with the requisite skills required to successfully manage employee performance and alignment with the organisation's strategy.

Rationale/Purpose

Strategy execution remains one of the most elusive management concepts of modern times. Very often strategy is developed by the Board and management but it ends up on the shelf. The major contributor to this inertia is the inability to effectively link corporate performance to employee performance. This programme is a response to the dire need for direction in strategy execution and corporate performance. It highlights the critical role of business alignment and notably employee performance management, in driving results. The material is presented in a practical and comprehensible manner and will assist organisations to translate their vision and strategy into operational processes that drive performance through their most imperative asset - employees.

Target Candidates

The programme is targeted for any individual who seeks to use Employee Performance Management as the driver of strategy execution.

Entry Requirements

There are no formal entry requirements. However, participants must exhibit keenness, passion and enthusiasm for employee performance management.

Programme Level

The programme is presented on the complexity of Part Award at level 3.

Content Overview

The programme has been divided into seven areas:

- **Strategy Overview**

This module is aimed at introducing strategy as a concept and a key input into the design and implementation of an employee performance management system. Participants will learn about challenges pertaining to corporate performance and the pre-requisites of a Strategy Focused Organisation (SFO).
- **Strategy Alignment and Cascading**

This module positions goal alignment and cascading as key processes for ensuring a clear link between organisational, departmental and individual goals. The module further highlights the cascading process as a means to integrate the organisation's objectives with individual performance requirements, which ensures that every department and individual has a direct impact on the success of the organisation. In addition, the module highlights the need to support business alignment through Board alignment and cross departmental synergies
- **Managing Performance**

This module presents performance management as a strategic process of ensuring strategy execution through sustainable employee and organisational performance. The drivers of performance management, principles of Corporate Performance Management, benefits, challenges and components of a performance management system are also presented. This sets a foundation for understanding the application of performance management and its link to strategy execution.
- **Performance Contracting**

The module positions performance contracting as a key initial step in the performance management process.

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Components of the performance contracting stage include goal setting, performance planning and skills development plan. The culmination of this initial step is the establishment of an agreement between the employee and his or her performance manager on the activities that should be completed by the employee within a performance cycle, the expected performance level, and how the performance will be measured.

- **Performance Monitoring**

The purpose of this module is to highlight the need to monitor employee performance on a periodic basis. Although employee performance will be formally reviewed periodically, performance management is an on-going process and performance managers are expected to continually monitor performance in-between formal reviews. The module communicates the fact that on-going monitoring and performance dialogue assists employees to identify areas where they are performing well and those which require attention.

- **Performance Reviewing**

This module presents performance and development review as a critical component of the performance management process. Reviewing provides the role players in Performance Management System with an opportunity to reflect on the employee's past performance with a view to making development and improvement plans. The module highlights components of the review process, which involve three critical stages namely preparation, setting a conducive environment and conducting the actual review.

Validation of performance reviews is also presented as a means to ensure that due process has been followed and that performance ratings are applied consistently with the evidence that aligns with departmental or divisional results.

- **Performance Recognition**

This module highlights the need for performance recognition through rewards as a practice for encouraging outstanding performance. Other aspects that are presented include the need to align rewards with achievement of organisational goals, receiving input from employees on preferred rewards and the importance of a clear remedy for non performance.

The module also posits that rewards for outstanding performance include both monetary and non-monetary items as determined by the organisation from time to time.

Duration

Two days

Fees

P3, 190 (including VAT) per participant.

Fees include programme material but exclude venue hire costs. Fees are payable before the commencement of the programme. Discounts can be negotiated if ten or more participants are sent on the programme by their respective organisations.