

LGMA Performance Research

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Emerging Issues

- ‘Convergent’ and ‘Divergent’ issues
- I’m not telling

Links to Organisational Planning and Perspective

- P.A. and organisational planning cycle
- Appraiser's job and organisational objectives
- P.A and organisational values
- Individual's role and organisational effectiveness

Role of Senior Management

- Does Senior Management contribute to P.A. success?
 - Communicating commitment
 - Communicating purpose
 - Modelling commitment

Interaction of Appraiser and Appraisee

- Is P.A considered an ‘entitlement’?
- What part does appraiser play in appraisee’s performance?
- Should appraiser be at all accountable for appraisee’s performance?
- Does / should P.A. encourage collaboration between appraiser and appraisee?
- P.A and continuous improvement
- P.A. process and change management
- How prompt is the P.A feedback?

Training Issues

- Access of appraisers and appraisees to training in P.A process
- In what areas is training (not) available? (e.g. giving feedback; poor performance; P.A. process)
- Resources available to support employee development outcomes from P.A. process
- Resilience of training and development budget
- The key to Supervisory success – selection or training?

Links to Remuneration

- Should remuneration be linked to an individual's P.A. outcomes?
- Should remuneration be considered at the same time as P.A.?
- Is there a link between bonus entitlements and performance?

Outdoor and indoor P.A. practices

- Should there be one system of P.A. for outdoor and indoor staff?
- Are outdoor staff more negative about the P.A. process than indoor staff?
- Role of Award in P.A. process for outdoor staff

Sources of Appraisal

- Does 360° feedback help or hinder?
- Do team evaluations help or hinder?
- Is there value in arbitration for appraiser-appraisee disagreement?

Performance Dimensions

- Focus on organisational goals or organisational values?
- Individual goals or behaviours / values?
- Employee development a P.A. priority?
- Should P.A. start with the P.D.?

Process Design Issues

- Does the P.A. system evolve with the organisation, or is there a best process?
- Formal / informal; structured / unstructured?
- How often?
- How long?
- Timing of feedback
- Documentation – less is more?