CarnegieMellon
Software Engineering Institute

People Capability Maturity Model® (P–CMM®)

Version 2.0
CMU/SEI-2001-MM-01

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July 2001

This report was prepared for the

The ideas and findings in this report should not be construed as an official DoD position. It is published in the interest of scientific and technical information exchange.

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FOR THE COMMANDER

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Performance Management

A process area at Maturity Level 2: Managed

Purpose

The purpose of Performance Management is to establish objectives related to committed work against which unit and individual performance can be measured, to discuss performance against these objectives, and to continuously enhance performance.

Description

The primary focus of performance management is on continual discussion of work performance to identify ways to improve it. Continual discussion of performance focuses not only on the individual, but also on work processes, resources, and any other issues that can be addressed to improve performance. The discussion of performance occurs in the context of measurable objectives that individuals are trying to achieve in their work. The role of performance appraisal in this orientation is primarily to record the results of performance for use as input to decisions about adjustments to compensation, personal development planning, staffing, promotion, and other workforce activities.

The process of managing performance is initiated by collaboratively defining measurable objectives for unit performance that are based on the unit's committed work. These unit objectives establish the framework in which individual performance objectives can be defined. Measurable performance objectives are defined for each individual based on their committed work, and are revised as needed. Performance objectives at the unit and individual levels are periodically reviewed to determine their continued relevance, and, if needed, they are revised.

Those responsible for performance feedback have ongoing discussions about the performance of committed work with those they are assigned to review. Continuous discussion of the performance of committed work involves mutual investigation of ways to enhance performance. Those responsible for providing performance feedback maintain an awareness of the performance of individuals and workgroups against their committed work. Accomplishments against performance objectives are periodically documented and discussed.

When they arise, performance problems are discussed and documented. If performance continues to be unsatisfactory, a performance improvement plan is developed and tracked. Employment actions may be taken based on results accomplished against the improvement plan.

Outstanding performance is recognized or rewarded. Reward includes special recognition outside of the compensation system for accomplishments of significant value to the organization. A recognition and reward strategy is developed and communicated to the workforce. As rewards are made, public recognition is provided to reinforce those skills or behaviors that the organization values.

Goals

Goal 1   **Unit and individual performance objectives related to committed work are documented.**

Goal 2   **The performance of committed work is regularly discussed to identify actions that can improve it.**

Goal 3   **Performance problems are managed.**

Goal 4   **Outstanding performance is recognized or rewarded.**

Goal 5   **Performance Management practices are institutionalized to ensure they are performed as managed processes.**

Commitment to Perform

Commitment 1   **The organization establishes and maintains a documented policy for conducting its Performance Management activities.**

Issues typically addressed in the policy include:

1. Performance Management activities serve business objectives and the stated values of the organization.

2. Performance is to be measured against defined objectives related to committed work.

3. The rights and dignity of each individual are respected during the conduct of all Performance Management activities.

4. Performance management information and data are confidential to the individual(s) they concern.

5. Appropriate performance management procedures are defined, documented, and used.

> The human resources function or other appropriate professionals should review all such procedures to ensure they
>
> - Are consistent with relevant laws, regulations, and organizational policies
> - Respect the rights and dignity of individuals and groups

Performance management procedures are established and maintained for:

❑   identifying those responsible for providing performance feedback,

❑   developing measurable performance objectives related to committed work,

❑   periodically discussing the performance of committed work and possible improvements,

❑   documenting and discussing accomplishments against performance objectives at least once during the period covered by the objectives,

❑   resolving disagreements about performance feedback,

❑   documenting development needs,

❑ handling performance problems,

❑ rewarding outstanding performance, and

❑ ensuring appropriate distribution, use, and retention of performance documentation, including granting access to, and ensuring confidentiality, of these performance data.

Examples of procedural guidance on performance documentation include the following:

- What information should be documented

- How documentation may be used

- How and to whom documentation should be distributed

- Where documentation should be stored

- How long documentation should be retained

- Who has access to the documentation

- How documents may be inspected and challenged

- How documentation is to be kept secure

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6. Outstanding performance is recognized and rewarded, when appropriate.

Recognition is accomplished through special acknowledgments made to an individual or group for accomplishments of value to the organization. *Rewards* are provided through special recognition outside of the compensation system for accomplishments of significant value to the organization. Rewards usually consist of variable amounts of money or other considerations provided to individuals or groups at appropriate times without any prior agreement as to conditions of receipt. Rewards are distinguished from recognition in that rewards typically involve financial considerations.

Recognition and rewards can be made on a periodic (e.g., annual performance awards) or occasional (e.g., project completion) basis. Recognition and rewards are made to reinforce the skills and behaviors that the organization values.

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7. Appropriate recognition and reward procedures and guidelines are defined, documented, and used.

> The human resources function or other appropriate professionals should review all such procedures or guidelines to ensure they
>
> - Are consistent with relevant laws, regulations, and organizational policies
> - Respect the rights and dignity of individuals and groups

Recognition and reward procedures or guidelines are established and maintained for:

❑ identifying those responsible for recognition and reward activities,

❑ defining the purposes of recognition and rewards,

❑ defining the basis for awarding special recognition or making rewards,

❑ communicating the structure of the recognition and reward system to the workforce,

❑ recommending an individual or group for recognition or reward,

❑ determining appropriate recognition and rewards,

❑ providing recognition and reward information to individuals,

❑ establishing and maintaining equity in the recognition and rewards system, and

❑ publicizing recognition and rewards.

8. Performance Management practices and activities comply with relevant laws, regulations, and organizational policies.

Commitment 2   **An organizational role(s) is assigned responsibility for assisting and advising units on Performance Management activities.**

> Examples of individuals who may assist or advise units on Performance Management activities include the following:
>
> - Human resources or other appropriate professionals
> - Resource manager
> - Productivity or quality staff
> - Legal staff
> - Those with expertise in performance improvement techniques

Ability to Perform

Ability 1   **Within each unit, an individual(s) is assigned responsibility and authority for ensuring that Performance Management activities are performed.**

> Examples of individuals who may be assigned responsibility for various Performance Management activities include the following:
>
> - The unit manager or assistant
> - A resource manager
> - A performance committee
> - A project or workgroup leader
> - An empowered workgroup
> - A committee of peers
> - An individual
> - A member of the human resources function or other appropriate professionals

Ability 2   **Adequate resources are provided for performing Performance Management activities.**

1. The organization's business objectives or plans are available to support setting unit performance objectives.

2. Experienced individuals who have expertise in performance management methods are made available for guidance in these activities.

> Examples of expertise in performance management include the following:
>
> - Definition of performance objectives and measurement of performance related to committed work
> - Analysis of tasks and performance against committed work
> - Productivity and quality improvement methods
> - Methods for providing effective feedback
> - Methods for handling problem people
> - Reward systems
> - Laws, regulations, policies, and procedures governing performance management

3. Resources for supporting Performance Management activities are made available.

> Examples of resources to support Performance Management activities include the following:
>
> - Repositories of previously defined performance objectives
> - Templates with categories for recording performance information
> - Templates for capturing developmental needs information
> - Examples of documentation for performance problems
> - Standard forms for documenting performance management activities

4. Funding to accomplish Performance Management activities is made available.

5. Adequate time is allocated for participating in Performance Management activities.

6. Experienced individuals who have expertise in recognition and reward programs are made available for guiding these activities.

> Examples of contributions that could be made by those with special skills include the following:
>
> - Designing and revising a recognition and reward program
> - Determining criteria for making rewards
> - Participating in recognition and reward decisions

7. Resources to support recognition and reward activities are made available.

> Examples of resources to support recognition and reward activities include the following:
>
> - Recognition and reward guidelines
> - Repositories of previously defined recognition and reward criteria
> - Examples of documentation for recognition and rewards
> - Space for recognition announcements in bulletins and other organizational media
> - Standard forms for documenting recognition and reward activities

8. Funding to accomplish recognition and reward activities is made available.

Ability 3   **Individuals conducting Performance Management activities receive the preparation needed to perform their responsibilities.**

1. Individuals responsible for documenting or discussing performance receive the preparation needed to perform their responsibilities.

> Examples of relevant skills in which individuals responsible for documenting or discussing performance feedback are trained include the following:
>
> - Defining performance objectives related to committed work
> - Evaluating performance against committed work
> - Listening and feedback skills
> - Performance appraisal methods
> - Identifying development needs
> - Handling problem employees
> - Documenting and managing unsatisfactory performance
> - Providing recognition and rewards
> - Laws and regulations governing performance management

2. Those responsible for recognition and reward activities receive the preparation needed to perform their responsibilities.

> Examples of preparation to perform recognition and reward activities include the following:
>
> - Awareness of, and orientation to, the organization's recognition and reward system
> - Training in the organization's recognition and reward practices
> - Understanding guidelines for fairly applying recognition and reward criteria

Ability 4   **Individuals who participate in Performance Management activities receive appropriate orientation in Performance Management practices.**

> Examples of relevant orientation topics regarding performance management include the following:
>
> - Defining objectives related to committed work
> - Analyzing task and job performance
> - Conducting job performance discussions
> - Developing individual capabilities
> - Recognizing and rewarding outstanding performance

Practices Performed

Practice 1   **Measurable performance objectives based on committed work are established for each unit.**

> A *work commitment* is an agreement concerning work to be accomplished. The commitment is made to the responsible individual for whom the work is being performed or to whom the result is being delivered. A *performance objective* is a measurable attribute or result of work behavior that can be used to evaluate the performance of a unit, workgroup, or individual. Examples of sources for deriving performance objectives include the following:
>
> - An attribute or measure of the work performed to meet a commitment
> - The results of the work performed to meet a commitment
> - Results or benefits that accrue from meeting a commitment
> - A measurable contribution to the work performance of others
> - A level of development to be achieved
> - Results to be achieved by others for whose performance an individual is accountable

1. The unit's performance objectives are based on the unit's committed work. These performance objectives are established and maintained on a schedule that coincides with the schedule on which work commitments are made for the unit.

> Examples of measurable performance objectives based on committed work include the following:
>
> - Work products to be produced
> - Milestones to be met
> - Quantitative quality targets to be achieved
> - Customer/user satisfaction levels to be achieved
> - Costs to be saved
> - Cycle time to be reduced
> - Increased integration with cooperating units
> - Services to be provided
> - Business to be won

2. The unit's work commitments are consistent with the business objectives and plans of the organization.

3. All appropriate members of the unit are involved in developing the unit's performance objectives based on their involvement in making work commitments.

4. The unit's performance objectives are reviewed with and approved by those to whom the unit is accountable.

5. Approved performance objectives for the unit are documented.

6. Approved performance objectives for the unit are communicated to all members of the unit and relevant stakeholders.

Practice 2   **The unit's performance objectives are periodically reviewed as business conditions or work commitments change, and, if necessary, they are revised.**

1. Unit performance objectives are periodically reviewed with management or other members of the organization to determine the appropriateness of these objectives to changed business conditions or work commitments.

2. When appropriate, a unit's performance objectives are revised using appropriate procedures.

3. Revisions to the unit's performance objectives are documented.

Practice 3   **Those accountable for the accomplishment of unit performance objectives track and manage unit performance.**

> This practice involves performance issues at the unit level, rather than at the individual level. The issues to be addressed in this practice involve collective results across individuals that are more appropriately addressed as unit performance, rather than as individual performance.
>
> The remaining practices in this process area focus on individual performance against individual performance objectives.

1. Those responsible for unit performance maintain awareness of unit accomplishments against committed work and other aspects of unit performance.

> Examples of issues to maintain an awareness of include the following:
>
> - Unit performance against documented unit performance objectives
> - Accomplishment of dependencies shared with other units
> - Impediments to achieving documented unit performance objectives
> - Influence of changing business conditions or work commitments on reprioritizing documented unit performance objectives
> - Need to revise documented unit performance objectives

2. Unit progress against performance objectives is reviewed and discussed with:

❏ members of the unit,

❏ representatives of other units with which the unit shares performance dependencies, and

❏ individual(s) to whom those responsible for unit performance report.

> Examples of performance issues to be reviewed and discussed may
> include the following:
>
> - Unit performance compared with documented objectives
> - Coordination of activities and dependencies involved in
>   performing committed work
> - Changes in unit performance objectives
> - Perceptions of performance by others if these perceptions are
>   relevant to performance objectives

3. Opportunities to enhance unit performance are discussed and improvement
   actions are identified.

> Examples of topics related to performance improvement to be discussed
> may include the following:
>
> - Opportunities for improvements in processes, tools, or resources
> - Knowledge and skills needing development
> - Improvements in communication needed to perform committed
>   work
> - Improvements in coordination of activities

4. Unsatisfactory performance against unit performance objectives is managed.

> This sub-practice is focused on problems in unit performance whose
> causes can be attributed to factors beyond individual performance
> problems. Refer to Practices 10, 11, and 12 of the Performance
> Management process area for information regarding managing
> unsatisfactory performance at the individual level.

❑ Impediments to achieving unit performance objectives are identified.

❑ Corrective actions for improving unit performance are implemented.

❑ Changes to unit plans or objectives are documented and communicated
  to all affected parties.

❑ Corrective actions are tracked.

Practice 4   **Performance objectives based on committed work are documented for
each individual on a periodic or event-driven basis.**

1. Each individual's performance objectives are drawn, in part, from the performance objectives of their unit.

   ❑ The unit's performance objectives are allocated to individuals based on their responsibilities.

   ❑ Individuals review these allocated objectives against their committed work before accepting responsibility for them.

   ❑ Issues with any allocated performance objectives are raised and negotiated with the individual(s) responsible for the unit's performance.

   ❑ When the unit's performance objectives are revised, each individual's allocated performance objectives are revised to remain consistent with the unit's new performance objectives and committed work.

2. The objectives for each individual's job performance are not in conflict with their unit's performance objectives.

3. Performance objectives for each individual are drawn from, and are consistent with, their work commitments.

4. Individuals participate in developing their performance objectives.

5. Individuals agree to and approve their performance objectives.

6. Individual performance objectives are documented.

Practice 5   **Performance objectives for each individual are reviewed on a periodic or event-driven basis, and, if necessary, they are revised.**

1. Individual performance objectives are periodically reviewed to determine their appropriateness under changing personal, workgroup, or unit conditions.

2. Performance objectives are reviewed every time personal, workgroup, or unit work commitments are revised.

3. When appropriate, the individual's performance objectives are revised using the standard procedures employed for defining their performance objectives.

4. Revisions to the individual's performance objectives are documented.

Practice 6   **Those responsible for performance management activities maintain ongoing communication about the performance of committed work with those whose performance they manage.**

> Examples of methods for maintaining communication about the performance of committed work include the following:
>
> - Informal discussions
> - Informal performance feedback discussions
> - Periodic meetings to review progress
> - Periodic meetings to analyze how the performance of assigned responsibilities could be improved
> - Periodic meetings to document and discuss accomplishments against performance objectives

1. Various components of work performance are periodically discussed and analyzed.

2. Ways to improve the performance of committed work are periodically discussed and improvement actions are taken.

> Refer to Practice 6 of the Training and Development process area for information regarding development discussions with individuals.

> Examples of ways to improve the performance of committed work include the following:
>
> - Training in task-related knowledge and skills
> - Apprenticing to an experienced individual or group
> - Mentoring or coaching
> - Improved coordination with other individuals
> - Improvements in work environment conditions

Practice 7   **Those responsible for managing the performance of others maintain an awareness of accomplishments against performance objectives for each of the individuals whose performance they manage.**

> Examples of accomplishments to maintain awareness of include the following:
>
> - Performance against documented individual objectives
> - Individual contributions to performance against documented objectives for other individuals, their workgroup, or their unit
> - Impediments to achieving documented performance objectives
> - The influence of changing business conditions or work commitments on reprioritizing documented performance objectives
> - The need to revise documented performance objectives

Practice 8 **Potential improvements in process, tools, or resources, which could enhance an individual's performance of committed work, are identified, and actions are taken to provide them.**

> Examples of mechanisms through which improvements that could enhance work performance are identified include the following:
>
> - Ongoing discussion about work performance between individuals and those responsible for managing their performance
> - Group discussion of work performance
> - Problem solving sessions
> - Recommendations by a mentor, coach, or trainer
> - Process or work analysis activity
> - Management or customer reviews or feedback

Practice 9 **The accomplishments of individuals against their performance objectives are documented and discussed on a periodic or event-driven basis according to a documented procedure.**

> Accomplishments can be documented and discussed on a periodic schedule, such as annually or twice yearly, or on an event-driven basis, such as at the completion of specific committed work (e.g., end of a project). Accomplishments should be documented and discussed at least once during the period defined for a set of documented performance objectives.

> Examples of methods for documenting and discussing performance results include the following:
>
> - Performance appraisals
> - Peer group evaluations
> - 360° reviews
> - Performance panel reviews

1. Those responsible for documenting and discussing accomplishments against performance objectives perform these tasks according to a documented procedure.

    The procedure typically specifies:

    ❑   how often accomplishments are reviewed against objectives,

    ❑   how information regarding accomplishments and other aspects of performance are obtained,

    ❑   what performance information is documented,

    ❑   whether and how performance information is reviewed before being discussed,

    ❑   how performance results are discussed with individuals or workgroups,

    ❑   topics that may not be appropriate during a discussion of accomplishments and objectives

    ❑   whether training needs or career options are discussed,

    ❑   how unsatisfactory performance is addressed,

    ❑   how disagreements are resolved,

    ❑   how performance management activities are performed when individuals or those responsible for managing individual's performance transition, and

    ❑   to whom performance documentation is distributed.

2. The procedure for documenting and discussing accomplishments against performance objectives is communicated to all those affected by it.

3. An agreement is reached about a time for documenting and discussing accomplishments against performance objectives with each individual affected by the procedure.

4. Information about accomplishments against committed work and other aspects of performance is gathered and evaluated.

5. When individuals are responsible for committed work in several units, those to whom their responsibilities report coordinate to ensure that:

    ❑ information about accomplishments against committed work and other aspects of performance is gathered and evaluated, and

    ❑ any overall evaluation of performance incorporates results covering all relevant committed work.

6. If appropriate, performance documentation is reviewed with appropriate individuals prior to discussing it with those whose performance is being discussed.

> Examples of appropriate individuals for reviewing performance documentation include the following:
>
> - The next higher level of management
>
> - A representative of the human resources function or other appropriate professionals
>
> - Those who provided performance information
>
> - Stakeholders in the performance objectives

7. Accomplishments against committed work and other aspects of performance are discussed.

> Examples of topics related to performance to be discussed may include the following:
>
> - Individual performance compared with documented objectives
>
> - Special causes of performance variation, if applicable
>
> - Opportunities for improvements in processes, tools, or resources
>
> - Knowledge and skills needing development
>
> - Development opportunities completed
>
> - Career options
>
> - Capability on a number of predefined dimensions as evidenced in performance against objectives, demonstrated application of critical skills, or other relevant dimensions
>
> - Perceptions of performance by others if these perceptions are relevant to performance objectives
>
> - Subjective or hard to measure factors such as interpersonal skills

8. If necessary, disagreements about performance results, interpretations, or other performance feedback are discussed and raised to an appropriate entity, such as a higher level of management, the human resources function, or other appropriate professionals.

9. Skills needing development and actions to develop them are discussed.

> Refer to Practice 6 of the Training and Development process area for information regarding development discussions with individuals.

10. Unsatisfactory performance is discussed and preparations are made for follow-up actions.

11. Opportunities to enhance performance are discussed and actions are identified.

12. Accomplishments against performance objectives and other results of the performance discussion are documented and maintained in a form consistent with organizational guidance.

13. Performance documentation is used in performing other workforce activities according to a documented procedure.

   ❑ Performance documentation is distributed.

   ❑ Performance documentation results are used as input in individual workforce practices, where appropriate.

> Examples of other workforce practices for which performance documentation provides input include the following:
>
> - Compensation
> - Recognition and rewards
> - Identification of training and development needs
> - Career opportunities
> - Promotions
> - Disciplinary action
> - Outplacement

Practice 10   **If performance problems occur, they are discussed with the appropriate individual(s).**

> Particularly serious problems should be brought to the attention of the human resources function or other appropriate professionals. Their guidance should be followed in handling serious problems, since actions leading to disciplinary sanctions or termination can have legal implications.

1. Performance problems are identified, based on appropriate performance objectives, policies, or other applicable guidelines.

2. A formal discussion concerning the performance problem is held with the individual(s).

3. Agreement is reached on:
   ❑ a statement of the performance problem, and
   ❑ actions or conditions that would resolve the performance problem, if implemented.

4. The results of discussions regarding the performance problem are documented.

5. Actions or results agreed to in the formal discussion concerning the performance problem are monitored.

Practice 11 **Performance improvement plans are developed for resolving persistent performance problems according to a documented procedure.**

> Guidance should be sought from human resources or other appropriate professionals in developing, managing, and making decisions based on performance improvement plans.

1. Performance improvement plans address:
   ❑ the performance problem(s) that must be corrected,
   ❑ the actions to be taken to correct the problems,
   ❑ the results that are expected in correcting the problem(s),
   ❑ the frequency for reviewing results against the performance improvement plan,
   ❑ the objectives and criteria that are used in evaluating progress against the performance improvement plan,

❑ the minimal acceptable performance for improvement purposes,

❑ the consequences for failure to improve performance,

❑ the criteria to be used to evaluate whether a different position or career option should be considered, and

❑ the maximum duration for the period covered by the performance improvement plan.

2. Performance improvement plans are documented.

> The actions called out in the performance improvement plan constitute a new set of work commitments and documented performance objectives. These commitments and objectives supercede previous work commitments and performance objectives.

3. Individuals agree to their performance improvement plans.

4. The organization provides reasonable resources to assist individuals in improving performance.

Practice 12   **Progress against a documented performance improvement plan is periodically evaluated, discussed, and documented.**

> Guidance should be sought from the human resources function or other appropriate professionals in developing, managing, and making decisions based on comparing the accomplishments to the objectives of a performance improvement plan.

> Examples of actions that could be taken as a result of evaluating performance against a performance improvement plan include the following:
>
> - Continuation in current position
>
> - Reassignment to another position
>
> - Development actions
>   (Refer to Practices 6 and 7 of the Training and Development process area)
>
> - Discharge
>   (Refer to Practice 17 of the Staffing process area)

1. Progress is reviewed periodically throughout the period covered by the performance improvement plan.

2. Progress and discussions regarding the performance improvement plan are documented throughout the period covered by the performance improvement plan.

3. If performance deviates significantly from the objectives in the performance improvement plan, corrective action is discussed.

4. At an appropriate time, the improvement program is terminated, and decisions are made and documented based on performance against the objectives of the performance improvement plan.

Practice 13   **Guidelines for recognizing or rewarding outstanding performance are developed and communicated.**

> Rewards are distinguished from recognition in that rewards typically involve financial considerations. Recognition or rewards can be made on a periodic (e.g., annual performance awards) or occasional (e.g., project completion) basis. Recognition or rewards are made to reinforce the skills and behaviors that the organization values.

1. The organization develops guidelines for providing recognition or rewards in an effort to achieve reasonable consistency across units. These guidelines typically specify:

    ❑   The purposes for which recognition or rewards are offered.

    > Examples of purposes for providing recognition or rewards include the following:
    >
    > - Exceptional individual, group, or unit performance
    > - Process improvement
    > - Exceptional quality
    > - Exceeding objectives
    > - Accomplishments beyond work assignments
    > - Outstanding skill development
    > - Outstanding service to customers

    ❑   What is provided as recognition or rewards.

> Examples of recognition or rewards include the following:
>
> - Money
> - Plaques, trophies, certificates, or citations
> - Public recognition
> - Time off
> - Special perquisites (or perks)
> - Special assignments
> - Parties or celebrations
> - Other meaningful considerations

❑   The criteria on which recognition or rewards are determined.

> Examples of criteria for providing recognition and rewards include the following:
>
> - Exceptional individual, workgroup, or unit performance
> - Process improvement
> - Project completion
> - Exceptional quality
> - Exceeds goals
> - Accomplishments beyond work assignments
> - Outstanding skill development

❑   That those providing recognition or rewards attempt to make decisions that are consistent with other recognition and reward activities in the organization.

❑   Responsibilities in recommending, approving, and administering recognition or rewards.

❑   How each recognition or reward is documented.

2. The guidelines for providing recognition or rewards are consistent with the organization's compensation strategy and practices.

> Refer to the Compensation process area for information regarding compensation strategy and administration.

3. Guidelines for providing recognition and rewards are communicated.

> Examples of information that should be communicated about these guidelines include the following:
>
> - The different types of recognition or rewards that can be provided
> - The method for recommending an individual or group for recognition or reward
> - The method and criteria through which recognition or rewards are determined

Practice 14   **Recognition or rewards are made on an appropriate basis as events occur that justify special attention.**

1. Recognition or rewards are determined according to established guidelines.

2. Recognition or rewards are provided close in time to the performance for which they are awarded.

3. Recognition and rewards are presented to individuals or groups in a way that conveys the organization's appreciation.

4. When appropriate, recognition and rewards are made known to others in the organization in a way that highlights the behaviors or results that the organization values.

Measurement and Analysis

Measurement 1 **Measurements are made and used to determine the status and performance of Performance Management activities.**

> Examples of measurements include the following:
>
> - Percent of accomplished performance objectives at unit and individual levels
> - Rate of change in performance objectives during the performance period at unit and individual levels
> - Profile of performance across unit objectives
> - Profile of performance across individual objectives
> - Trends in development needs identified in discussing performance
> - Percent of the workforce with performance problems
> - Progress against performance improvement plans
> - Time spent on performance management activities
> - Number of individuals or groups whose outstanding performance was recognized
> - Number and size of rewards
> - Time from proposing a recognition or reward until it is received

Measurement 2   **Unit measures of Performance Management activities are collected and maintained.**

1.   Units collect data as performance management activities occur.

2.   Measurements made to determine the status and performance of performance management activities are maintained.

> Examples of reasons for maintaining measurements of performance management activities include the following:
>
> • Periodic analysis of performance data to identify trends.
>
> • Periodic analysis of data comparing performance results to work commitments to identify trends
>
> • Periodic analysis to determine unit-level trends
>
> • Aggregating data at the organizational level to develop organizational measures
>
> • Analysis to determine organizational trends
>
> • Evaluation of organizational trends

Verifying Implementation

Verification 1   **A responsible individual(s) verifies that the Performance Management activities are conducted according to the organization's documented policies, practices, procedures, and, where appropriate, plans; and addresses noncompliance.**

These reviews verify that:

1.   Performance Management activities comply with the organization's policies and stated values.

2.   Performance Management activities comply with relevant laws and regulations.

3. Performance Management activities are performed according to the organization's documented practices and procedures.

4. Actions related to the development and implementation of performance improvement plans are periodically reviewed to ensure that they conform to documented policies.

5. Actions related to recognition and reward are periodically reviewed to ensure that they conform to documented policies and guidelines and to evaluate consistency across units.

6. Noncompliance issues are handled appropriately.

Verification 2   **Executive management periodically reviews the Performance Management activities, status, and results; and resolves issues.**

These reviews verify:

1. Appropriateness of performance objectives defined at the unit level.

2. Status of performance problems and improvement plans.

3. Progress in performing Performance Management activities.

4. Results from reviews of Performance Management practices and activities.

> Refer to Verification 1 for information regarding reviews of Performance Management activities to ensure adherence to the following:
>
> - Relevant laws and regulations
> - Organizational policies, practices, and procedures

5. Status of resolution of noncompliance issues.

6. Trends related to performance.

7. Effectiveness of the performance management activities in enhancing performance.