

Performance Management: People, Productivity, and Careers¹

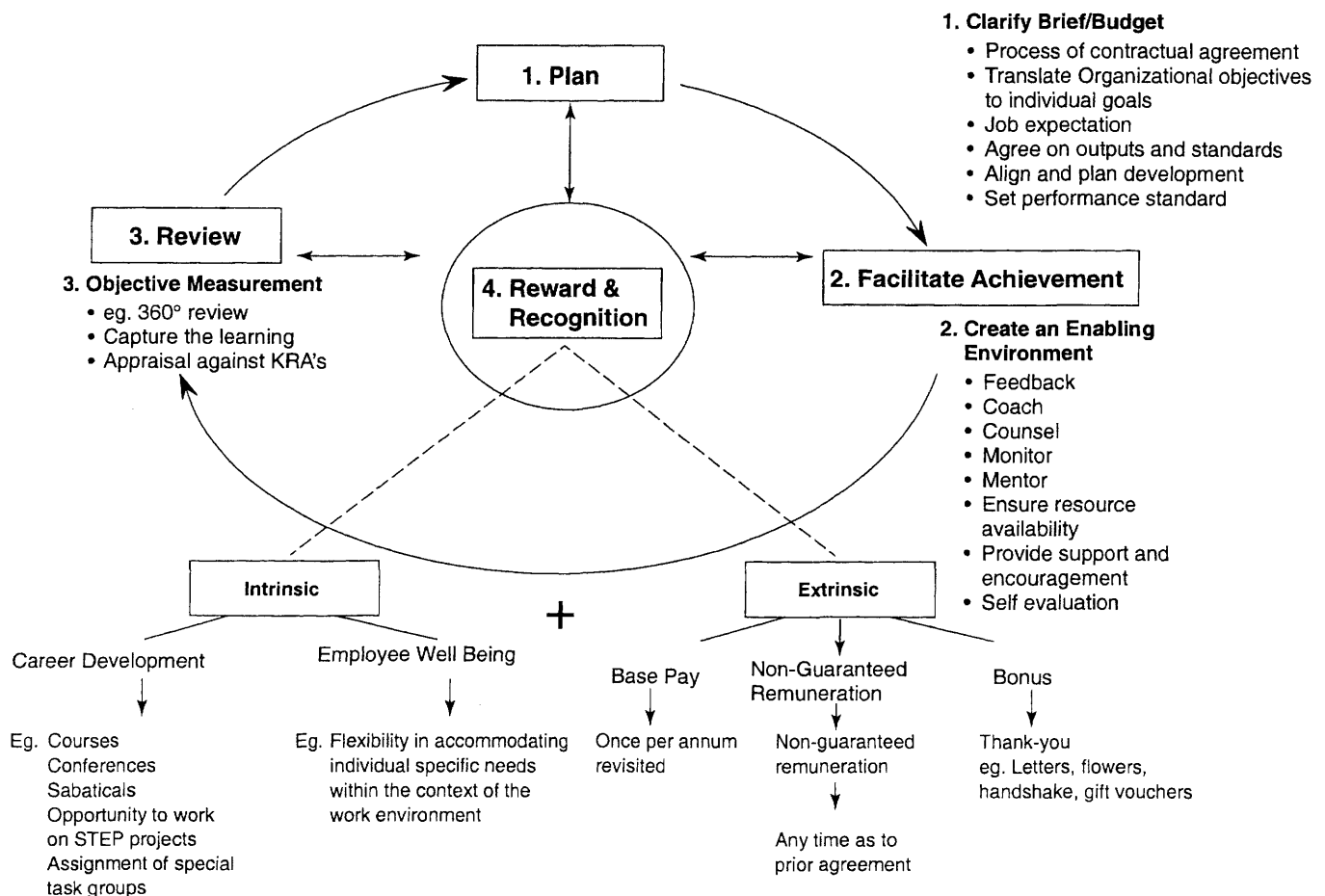
Gerhardus P. Smith²

The challenge for management is to ensure that the value and impact of people's outputs are greater than the cost of their inputs. Some measurements can include finances, growth, and employee satisfaction surveys. The role of a manager is sometimes that of an expert and other times as a facilitator/coach. A manager helps align organizational goals with an employee's individual aspirations. A balance in leadership should be achieved between top-down direction and participative management.

¹The following text and figures are from overheads submitted by the author for his presentation in the proceedings.

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Performance Management Process



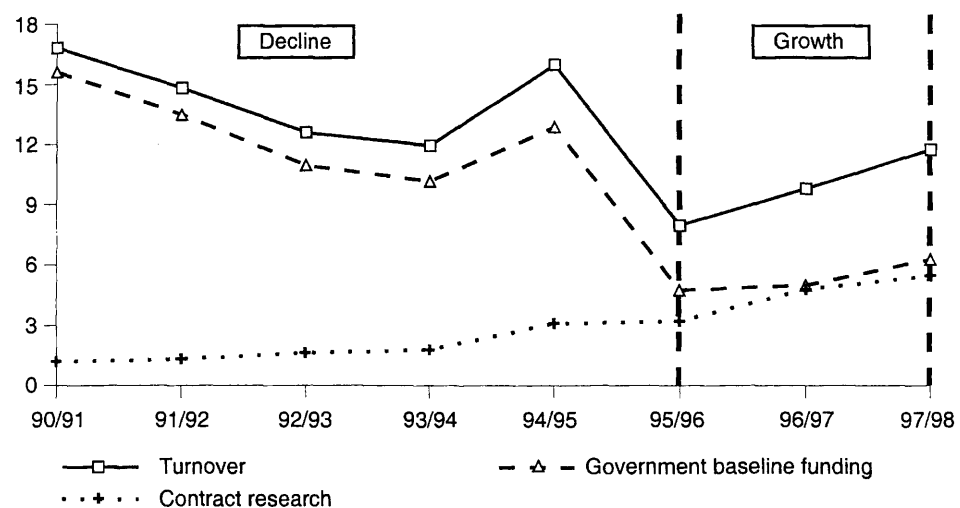
Performance Management

- Determine minimal acceptable performance management program
- Finalize criteria indicators per job, family, and career stage (minimum standards)
- Complete training needs analysis
- Obstacles to implementation of career development and performance models:
 - lag in reward and recognition
 - lack of supporting systems (e.g., database)
 - skewness in current HR profile
 - allocation and leveraging of resources
 - tension between short-term survival and long-term sustainability

Performance Appraisal Systems

Typical Performance Appraisal	CSIR's Performance Management System
Manager "does it" to employee	Employee actively participates
Manager judges	Manager coaches and develops
Doesn't tie behavior to results	Links individual goals and objectives with corporate division's goals
Bottom line: deflates employee morale; job performance and productivity suffer	Bottom line: boosts employee morale; job performance and productivity surge

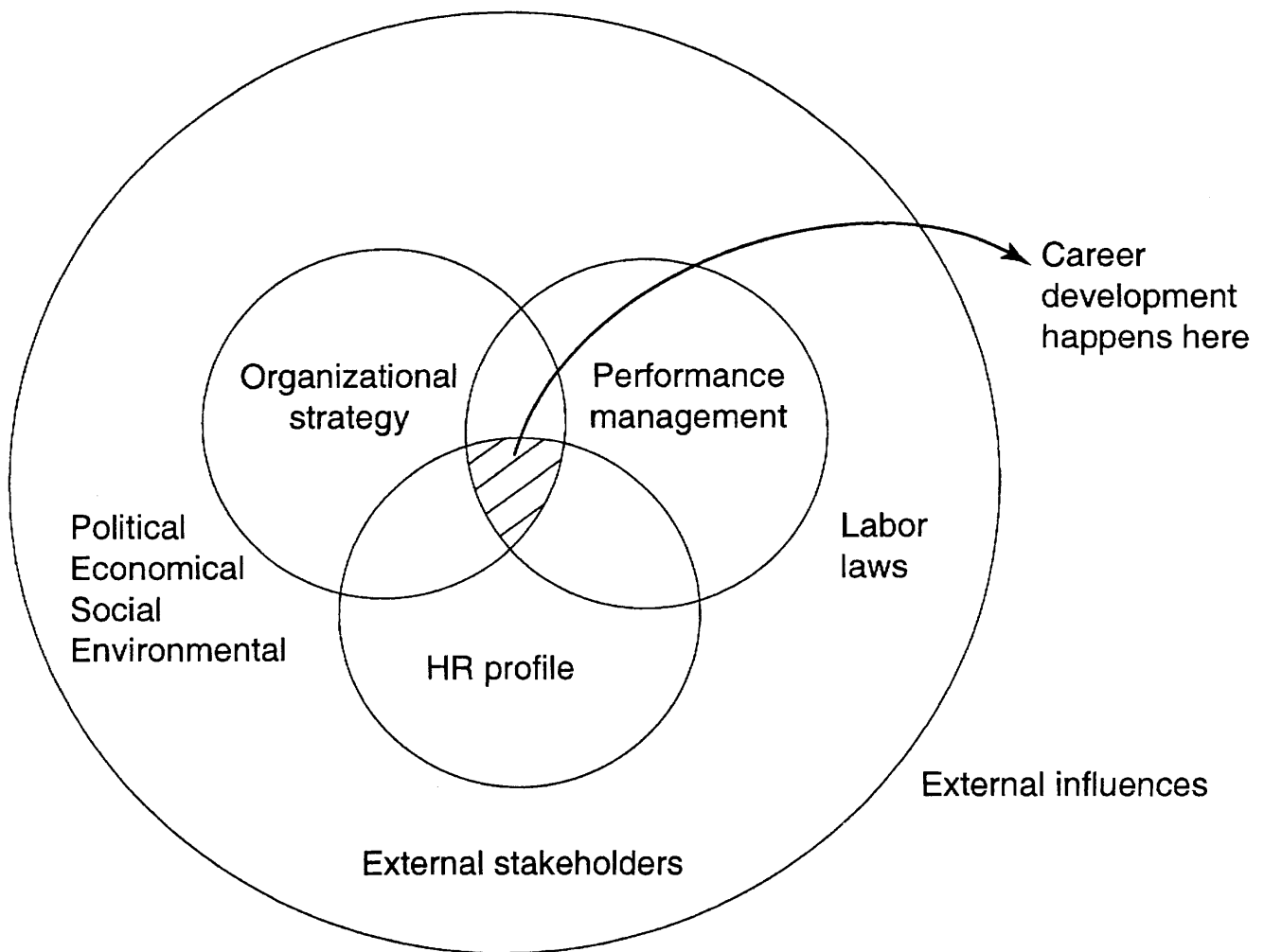
Results: Forestry and Forestry Products Programme



Some of the challenges associated with human resources management are:

- Customer orientation
- Short financials
- Consistency, integrity
- Human resources
- Selling value
- Portfolio management
- Individual marketability

Human Resources Management



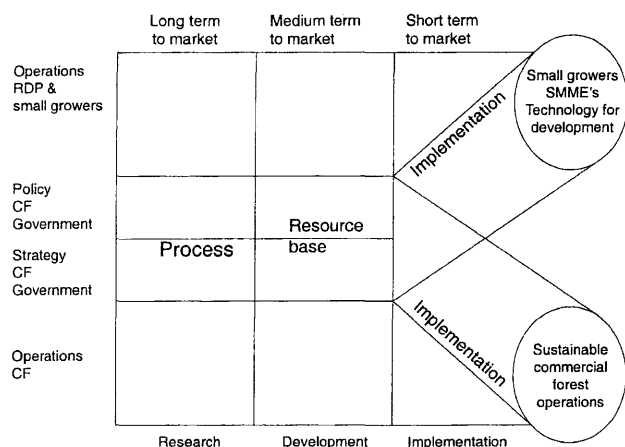
Career Development: Four Stages

Helping and Learning: Followership	Contributing Independently: Personal Leadership	Contributing Through Others: Local Leadership	Leading Through Vision: Organizational Leadership
Willingly accepts supervision	Assumes responsibility for definable projects	Increases in technical breadth	Provides direction to the organization
Demonstrates competence on a portion of a larger project	Relies less on supervision; works independently and produces significant results	Stimulates others through ideas and knowledge	Exercises power to influence decisions or obtain resources
Competent at detailed and routine tasks	Develops credibility and a reputation	Involved as a manager, mentor, or idea leader in developing others	
Shows "directed" creativity and initiative	Increases in technical competence and ability	Represents the organization effectively to clients and external bodies	Represents the organization on critical strategic issues
Able to perform well under time/budget pressure	Builds an internal network	Builds a strong internal and external network	Sponsors promising individuals to prepare them for leadership roles in the organization
Learns how "we" do things	Learns how "we" do things		
Stage I	Stage II	Stage III	Stage IV

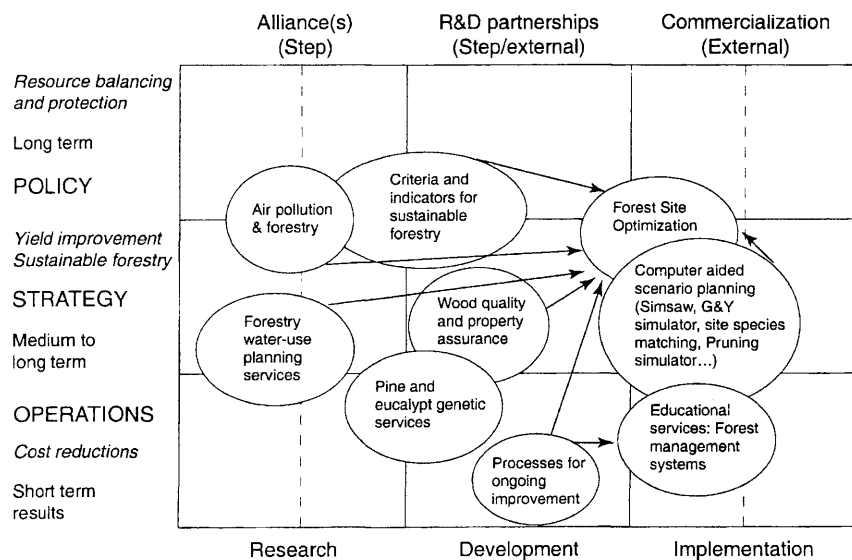
Career Development

	Stage I	Stage II	Stage III	Stage IV
Central activity	Performing sub-tasks under supervision	Establishing distinctive competence	Building, developing, interfacing	Shaping organization direction
Primary roles	Learner Helper Doer	Expert/technical specialist Individual contributor	Coach/mentor Idea leader Integrator Internal consultant	Entrepreneur Pathfinder Sponsor Strategist
Major relationship issues	Dependence and being influenced	Independence and collaborating with others	Assuming responsibility for others Influencing others in immediate area	Assuming responsibility for the organization Influencing others beyond immediate area
Contribution	Takes care of routines and details	Does cutting-edge work Improves own work processes	Builds team/group productive capacity	Builds organizational productive/competitive capability

Forestry and Forest Products



Forestry and Forest Products



Technology for Productive Forestry Thrust

