

Powering performance through skills training

The challenge

A Housing Association had a rigid approach to performance management, focused on narrow objectives, ignoring wider contributions and was not suitable for operational roles. The process for performance management was not fit for purpose and the managers did not have the skills or confidence to have honest or engaging performance and career conversations.

A new approach to performance management was needed to reflect the new purpose, values and behaviours where a renewed focus was placed on an outcomes-based culture with customers. The approach and its implementation would need to focus on recognising, developing and supporting individual contribution to job-specific and organisational-wide goals, making it easy for employees to know what was required of them, and how they were performing.

The approach

A new performance management process was launched to all 400 people managers, following consultation, co-creation and pilot. The roll-out of the new process included managerial skills development to explore the mindset, skills and tools required to engage, coach, set expectations, give feedback, make fair performance ratings and deliver career conversations.

Data analytics was conducted to assess the roll-out of the new performance management process to identify key trends and recommendations, including identification of talent spikes and dips within various populations, training needs analysis against strategic priorities and cultural values and ability to examine the relationship between performance and engagement, turnover and sickness absence at departmental and/or managerial level.



The impact

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100% uptake of the new performance management standards within 6 months
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89% compliance with the standards for quality of individual goals and alignment to organisational objectives
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90% compliance with quality standards for valid supporting evidence for performance ratings, and constructive feedback for development
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Greater alignment of performance ratings to normal distribution curve, indicating enhanced confidence and competence of managerial skills
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Greater employee satisfaction with the quality and fairness of reward, recognition and development opportunities within the organisation

