

# Assessment Guidelines

*How to set-up and use pulsecheckHR to manage staff performance*

Customised for

[client name to specific version only]

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## Assessment Guidelines

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## Assessment Guidelines

### About this document

The document is the generic description of the standard application configuration and is written to provide users of the pulsecheckHR application with guidance on its use and thus may only to be used in support of licensed use of the pulsecheckHR application

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For each organisation adopting the process, a specific version may be created that details the classes adopted by that organisation and specific assessment text to ensure consistency of marking. This specific version and any amendments that may be made from time to time may be distributed within the organisation in support of the method's use within that organisation only. PulsecheckHR Ltd retains the right to use elements of specific versions of the document in support of its ongoing business

The document explains how the framework is established and provides guidance on how the assessments are scored. It should be read by all managers involved in delivering *pulsechecks'*

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<sup>1</sup>Text shown in *orange italics* refer to the first instance of the use of defined terms included in the glossary at the end of the document

### Introduction

#### Method overview

PulsecheckHR is a performance management process that continually records staff performance against a framework articulating the strategic direction of the organisation. It also seamlessly incorporates management by objectives and performance vs. targets into a single holistic performance view across the entire organisation

It requires direction from executive management to establish the strategically aligned performance framework and input from all managers on a monthly basis to ensure that staff are clear where their priorities lie and how they are performing against this framework

PulsecheckHR combines hard and soft measures of performance into a single weighted output. In doing so, it increases the focus on behavioural measures leading to improved overall long-term organisational success. In addition, it enables performance to be viewed at a point in time or as a trend, both in overall terms and with respect to the performance axes detailed below

In addition to recording performance for the previous period, the process enables managers to provide specific guidance for the subsequent period, including dynamic re-weighting of the measurement attributes. This latter feature enables local control of priorities to over-write role weightings in response to specific conditions. It delivers unparalleled visibility of staff performance and the ability to force-rank both individuals and entire teams across the organisation, or within roles, geographies or divisions

#### Scoring pulsechecks

PulsecheckHR records specific performance for the period in question, unlike normal appraisal systems which frequently just record a general and often entrenched view of the individual

Thus, each person starts the period with a clean sheet and fresh direction, guidance and objectives. Comments delivered in support of the assessment **MUST** relate to specific

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incidents during the period in question. In this manner, inheritance and bias is eliminated creating a fairer but managed performance environment

The assessment for the period is a choice of one of the following three statements for each class or attribute incorporated in the role

- ⦿ **Satisfactory;** *where the performance in the period matched the definition given and was as the manager had required it to be*
- ⦿ **Outstanding;** *where the performance surprised the manager by exceeding expectations*
- ⦿ **Requires Improvement;** *where improvements are required and expected to meet the requirements of the role*

Under the assessment axis sections below, the document provides attribute definitions and examples of outlying behaviour in order to assist managers to create uniform assessments and achieve a common measurement standard. Performance management should combine recognition of *outstanding* contributions alongside immediately correcting behaviour that *requires improvement*

The goal is for the employee to be in no doubt about what they need to do and most importantly, how they should go about doing it. To accomplish this, *outstanding* scores should be used sparingly to prevent a devaluation of the marking and *requires improvement* scores used with specific examples to ensure the messages are effective

As further clarification, a single bad example may be enough to mark the attribute as *requires improvement* for the month but for *outstanding* marks, consistency over the months should be the goal. Both need specific commentary but using *requires improvement* should also be accompanied with guidance text in the field provided to assist the employee to focus on improving their behaviour in the succeeding period

As stated above, comments relating to specific incidents are needed to defend the assessment and help achieve a degree of normalisation. However, it is important to realise that normalisation will not occur automatically. While the process is bedding in, peer review and challenge of comments (what constitutes outstanding? etc.) are useful to ensure fairness

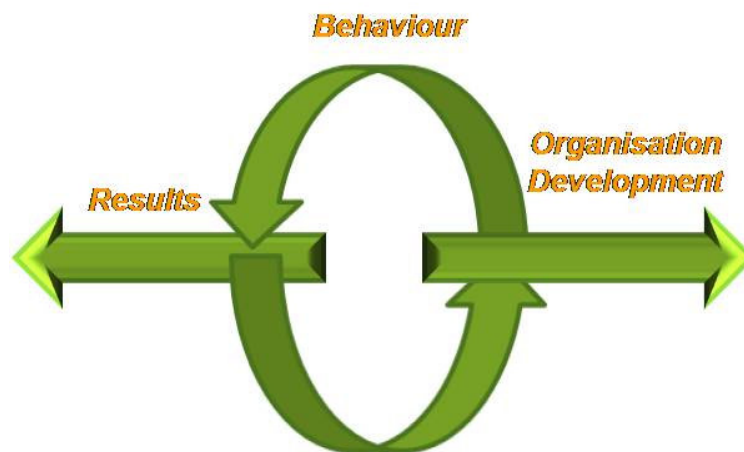
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The attribute strap-line and assessment guidance text is viewable by the user through hover-over tooltips

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### Performance framework

#### Multi-axis assessment



For the majority of roles in an organisation, performance and success is measured by a combination of three separate axes

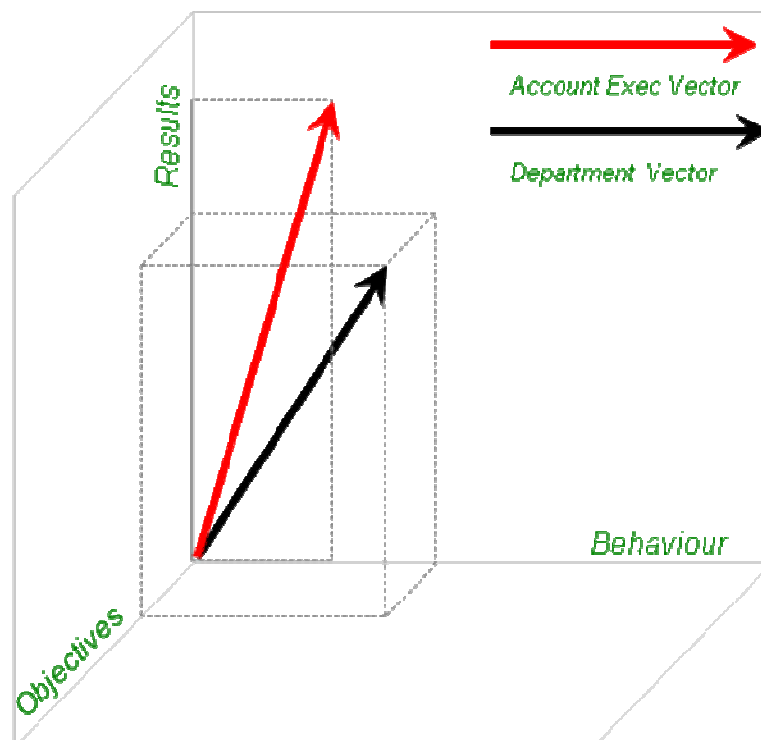
1. The **Results** achieved in the period vs. target (quantitative). Results are grouped into classes where each category may have a number of sub-classes containing specific numeric targets. Individual targets are inherited for subsequent periods but may be modified in the forward view
2. The **Behaviours** important to the role, i.e. the manner in which work was performed, based on the attributes applicable to the role (e.g. teamwork, leadership, etc.)
3. The **Organisation Development** delivered within the period, i.e. the specific achievements related to the management of improvement, growth and change within the organisation. OD objectives are grouped into classes where each class may have a number of specific objectives for the period. Organisation Development may relate to hard deliverables or soft (qualitative) more general measures. Objectives may be re-set for the subsequent period, creating a forward view and hence delivering a continuous MBO paradigm

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This is known as *3-Axis Assessment* and is essential to creating a rounded view of the performance of individuals, teams and the organisation as a whole. Strengths and weaknesses, together with training and coaching requirements are thus readily identified

The combination of *Attribute Weightings* on these axes for each role, weighted by the headcount in each role creates an overall *Performance Vector*. This characterises the strategy of the organisation in a manner that can be used to assess the fit of individual and team performance to that strategy

The 3-D graph below illustrates an example of the difference between the way account executives are measured and the overall balance required from the complete department. The emphasis on results is clear for a sales person, but the department also has strategic Organisation Development objectives to deliver reducing its emphasis on results



## Assessment Guidelines

### Establishing roles

The structure used to record performance is established from the top down and encapsulates the strategic goals of the organisation in to a performance framework

Performance management is defined by *Role* where each role has a characteristic set of attributes used to measure performance. All individuals in the organisation are mapped to roles for each pulsecheck. These roles may change over time and can be modified by the manager for the forward period

The role is best created from a combination of purpose and seniority, e.g. Senior Technical Professional; but it is not necessarily either a specific job or level (so not Senior Database Administrator). Roles frequently exist in many organisation units and locations. It is important that roles are established in a sufficiently generic manner to not over-complicate the framework and also to allow meaningful role-based ranking

Each role will use a common set of attributes and shared weightings to define the performance emphasis that will be measured. The attributes will normally combine classes from two to three of the assessment axes illustrating, for instance, the relative contribution of results and behaviour towards a rounded performance view. In general, around five classes or attributes are ideal. Adding further attributes weakens the message and makes it harder to place emphasis

### Performance vectors

The key unit of the performance framework is a *Role Group*. A role group is a family of roles with a common purpose, for example Sales. They are not organisation units; role groups can exist across many locations, organisational units and divisions

Each role group defines a *Performance Grid* which lays out the attributes covered by the group and the weightings of those attributes for each role. By calculating the headcount-weighted attribute set within each axis, a *Performance Vector* for the role group can be expressed as shown above. A typical performance vector is expressed as a percentage against each of the three axes, for example

- ❖ Results – 50%

## Assessment Guidelines

- ❖ Behaviour – 30%
- ❖ Organisation Development – 20%

This performance vector encapsulates the strategic goals of the organisation in a simple manner that is easy to communicate and measure performance against. Organisational units with differing levels of maturity vs. the market should aim for characteristic vectors that express the differing emphasis on results, behaviours and organisation development

By rolling the role group vectors up to the organisation level, a vector for the entire firm may be expressed and reported against. Whilst, most organisations view themselves as mainly results driven, in fact it is important to work in the right manner and combine this with the ability to manage change to survive. Building these grids and reporting them as performance vectors forces executive management to make the compromise decisions necessary to communicate the role of performance management in the achievement of strategic goals

### Employee ranking

The system stores the organisation's grade or level structure by person, alongside location, organisation unit and division so compound grade or level based ranking can be performed. In addition, it continuously calculates the rolling 12-month average by axis and in total. Ranking takes this into account as a second level division to incorporate a measure of consistency alongside past period performance. This is useful when developing succession plans, reviewing graduate programmes, challenging promotion requests or preparing redundancy risk lists

The key message is that pulsecheck results become embedded in employee processes in a manner that appraisals rarely are

### Link to pay

PulsecheckHR provides many opportunities to run performance related pay schemes in a rounded, complete and impartial manner. With tighter legislation focused on discrimination in the workplace, the ability to demonstrate this impartiality is becoming increasingly important

## Assessment Guidelines

### Results classes

#### Overview

The following pages define a set of *results classes* that will incorporate one or many targets an individual has been set. They are used to group specific targets into cross-role classes for comparison. Under each results class, unlimited targets may be defined and measured, however the assessment is at the class level taking into account the conditions under which the result against the individual targets were achieved. The assessment is not programmatic, but needs to include this level of judgement by the manager. For instance, a large windfall result that took little effort would not necessarily qualify for *Outstanding*

As the assessment is based on manager judgement, taking the results into account, the use of outliers needs to be justified with commentary that may be subject to peer review

The pre-defined results classes are

- ❖ Business
- ❖ Sales
- ❖ Financial
- ❖ Risk
- ❖ Production
- ❖ Service Delivery

Other classes may be defined, for specific industries or niche roles, if these are too general to establish the key attributes required for a role

Note: all targets require a definition of the units of measurement to ensure that no confusion can arise. Targets can be further elaborated with a free text field (i.e. in addition to units sold, specify which unit or group of units the target applies to) if the target definition is too generalised to make the intent clear. Alternatively a new target category could be established. The table at the end of each page lists the targets pre-set within the system. Other targets can be added as required

## Assessment Guidelines

### Business

*Business performance combines income and expenditure to track P/L responsibility*

#### Satisfactory

Business performance is generally related to budget, but may be also relate to revised forecasts where circumstances change. Satisfactory performance will normally be defined by a tolerance range from target

#### Outstanding

Exceeding the target range

#### Requires Improvement

Failure to meet the floor of the range

#### Pre-set business target categories

Category	Description	Measurement
EBITDA	Earnings before interest, tax, depreciation and amortisation	Currency
Growth	Relationship of profit in period to prior period	Percentage
Contribution	Gross profit per headcount	Currency
Concentration	Share of gross profit from top [x] clients	Percentage
Product GP	Gross profit by product group [or for example division]	Currency
ROI	Return on investment	Percentage

## Assessment Guidelines

### Sales

*Sales performance is measured vs. a range of income related targets*

#### Satisfactory

Sales activity within range of target; guidelines may be established to further tie this down and ensure uniformity (i.e. -10%+20%). However, market conditions and sales person effort is also an important consideration

Where a range of targets have been set, the manager will need to judge the significance of the results achieved vs. their expectations at the start of the period

Note: targets may be re-set each period inherited from the previous period. Targets should therefore be monthly but may be expressed as a % of a year-to-date value if sales cycles are long

#### Outstanding

Clearly exceeding targets is outstanding, but meeting targets in tough conditions, when this was not expected, could also be outstanding

#### Requires Improvement

Similarly, failure to meet targets requires improvement, but a windfall sale that took no effort but achieved the target could also become a reason to use this mark

#### **Pre-set sales target categories**

Category	Description	Measurement
Sales value	Currency based sales target, multiply by category if required	Currency
Units sold	Volume based, multiple unit targets may be specified	Unit count
New accounts	Number of new accounts opened	Count
Calls	Number of sales calls made	Count
Demos	Number of demos given	Count
Growth	Relationship of sales in the same period in the prior year	Percentage

## Assessment Guidelines

### Financial

*Financial is measured via the results of control processes*

#### Satisfactory

Where the control processes have been maintained within target with no control breaks or excesses recorded

#### Outstanding

Achievement of tighter controls leading to agreement of a tighter target for subsequent periods

#### Requires Improvement

Failure to meet the control targets or request to relax same

#### Pre-set financial target categories

Category	Description	Measurement
Headcount	Average employees under contract during period	Count
Month-end	Time to close the month and product management accounts	Days
Debtor	Weighted average aged debtor list as % of period income	Percentage
Contract	Losses or uncontrolled costs against a contract commitment	Currency
Budget	Expenditure in period	Currency
Project	Project expenditure in period	Currency
Stock Turn	Annual stock expenditure divided by value of stock in hand	Days
Liquidity	Maximum short cash position during period	Currency
Billable	The percentage of available time billed in the period	Percentage

## Assessment Guidelines

### Risk

*Risk is measured via the results of related control processes*

#### Satisfactory

Where the control processes have been maintained within target with no control breaks or excesses recorded

#### Outstanding

Achievement of tighter controls leading to agreement of a tighter target for subsequent periods

#### Requires Improvement

Failure to meet the control targets or request/agreement to relax same

#### Pre-set risk target categories

Category	Description	Measurement
Health & Safety	Number of incidents, targets might be set by category	Count
Credit Limit	Number of incidents where credit risk limits were exceeded	Count
Operational	Number of incidents of operational failure	Count
Credit Loss	Failure by counterparty to settle/pay [target normally zero]	Currency
Market Limit	Number of incidents where market risk limits were exceeded	Count

## Assessment Guidelines

### Production

*Production performance relates to throughput and quality targets*

#### Satisfactory

Meeting the production targets combined with acceptable levels of quality, i.e. rejection rates. This would generally be via a tolerance on both dimensions

#### Outstanding

Exceeding the target range with acceptable quality or improve quality standards

#### Requires Improvement

Failure to meet the floor of the range or high rejection rates or reduction in quality standards

#### Pre-set production target categories

Category	Description	Measurement
Production	Units produced, may require specific classifications	Unit count
Reject Rate	Percentage of goods failing quality checks	Percentage
Up-time	Percentage of time equipment or service is available	Percentage
Throughput	Average time to process	Time
Response	Average response time to request	Time
Wastage	Value of goods or materials wasted, lost or disposed of	Currency

## Assessment Guidelines

### Service delivery

*Service delivery is measured via performance against SLA's*

#### Satisfactory

Meeting SLAs is satisfactory providing that the SLA has not generated process dysfunctional behaviour, i.e. it is also important to meet the spirit of the SLA. In general, service delivery targets should be combined with customer service behaviour attributes to ensure the spirit of the SLA has been achieved and the customer is happy

#### Outstanding

Beating SLAs combined with offering to tighten-up for the future, so lock-in performance improvement not simply one-off success

#### Requires Improvement

Failure to meet the SLA or failure to combine meeting SLA with good customer service will require improvement

#### Pre-set service delivery target categories

Category	Description	Measurement
Call Handling	SLA related to the time to answer calls	Percentage
Response	SLA related to the time to respond	Percentage
Incident	SLA related to incident management	Percentage
Fix	SLA related to time to fix	Percentage
Request	SLA related to the time to process requests	Percentage
Change	SLA related to time to process changes	Percentage

Percentage indicates the proportion of events managed within the SLA limits

## Assessment Guidelines

### Behaviour attributes

#### Overview

Behaviour is necessarily qualitative, relying on the manager's judgement and observation to deliver the correct message. To achieve cross-assessment ranking, it is important to ensure that a degree of uniformity is achieved in the assessment by various managers. To assist with this, definitions are provided explaining what constitutes *Satisfactory*, *Outstanding* and *Requires Improvement* marks.

The following *behaviour attributes* are available and fully described to act as a baseline for role behaviour definition

- ❖ Leadership
- ❖ Teamwork
- ❖ Effort
- ❖ Attitude
- ❖ Communication
- ❖ Customer Service

Other attributes may be defined if these are too general to establish the key attributes required for a role

The final paragraph on each page in this section contains guidance relating to aspects of the role when the particular attribute should be used and when potentially overlapping attributes should not be used together

## Assessment Guidelines

### Leadership

*Leadership is delivering the maximum results from all aspects of the team's performance*

#### Satisfactory

Leaders inspire loyalty and acquires respect through, among others, exhibiting integrity, responsibility, openness, uniformity in behaviour and dealings with all staff, effective communications, proactive listening skills, inspiration, effort and drive (i.e. injecting energy), understanding of issues, effective delegation, clear direction and goal setting, decisiveness and control

#### Outstanding

Outstanding leadership should be apparent from the behaviour of the staff. They should feel happy and willing to praise their manager by example. They should exhibit energy, drive and clarity of purpose and be prepared to go the extra mile. They should be well informed and hence not prone to gossip. They should feel stretched but confident the genuine mistakes are there to learn from, not to be criticised for.

#### Requires Improvement

Characteristics that interfere with the ability of the team to perform should be considered as requiring improvement. This will often be evidenced by; highhandedness, intolerance, temper, favouritism, lack of attention and interrupting, rudeness, poor timekeeping, laziness, tolerance of bad behaviour, disrespect for juniors, passing blame and seeking praise, requiring rather than acquiring respect, disloyalty to staff and inability to take responsibility or make decisions

#### **Usage Guide**

This attribute is useful for roles where performance is evidenced by the output of the staff being managed rather than that the individual's personal contribution

## Assessment Guidelines

### Teamwork

*Teamwork is placing the success of the team ahead of individual success*

#### Satisfactory

Team players offer help to others without being asked, they share time, effort and responsibility according to their skills and strengths. They act organisationally as sources not sinks, always giving to the team what can do the most good even though that action may disadvantage them personally. They will share success whilst still taking failure to heart. They will proactively seek to build relationships laterally and break down barriers as this creates confidence and understanding, both of which increase the effectiveness of the team

#### Outstanding

Outstanding team players act unselfishly, creating situations that appear to hurt their own ends for the benefit of the team, they create opportunities for team success, carry more than their fair load without complaint or thanks and actively seek to involve other team members to have the confidence to contribute to the maximum

#### Requires Improvement

Behaviour that is isolationist, hogging success and shedding blame, asking for support but not offering it in return even though the capability exists. Weak team players are often also upward managers, spending more time privately with their manager than members of their team

#### Usage Guide

The majority of roles in organisations should incorporate this attribute. However, for certain senior manager roles it may be better to use **Customer Service** as this may be more significant to the overall organisation than attempting to measure performance in the context of a senior multi-functional team.

## Assessment Guidelines

### Effort

*Effort is consistent focused application to task completion*

#### Satisfactory

Effort is a combination of focus, attitude and achievement. It is not about working long hours, in particular if the overtime is paid. People with satisfactory effort stay on the task, they are not easily distracted, keeping communication, in all forms, to the minimum required to complete the task. Communications should ensure the context and requirements of the task are clear and then focus on delivery

#### Outstanding

People showing outstanding effort are always running out of work, they complete tasks early and yet still manage to overachieve on quality and/or content of deliverables

#### Requires Improvement

Being lazy or easily distracted, gossiping, internet surfing or unnecessary communication in all forms clearly require improvement. However, working excessive hours to achieve task completion can also be expressed as requiring improvement as it may illustrate a lack of the other characteristics sought

### Usage Guide

Use this attribute in place of **Attitude** for roles where task processing, i.e. throughput, is important. For roles involved in change, **Attitude** may be a better attribute to use as it incorporates response to change

## Assessment Guidelines

### Attitude

*Attitude is about high motivation, application, focus and positive response to change*

#### Satisfactory

Attitude is about being willing, flexible and open to change, positive, hard working, reliable, resourceful, patient, accepting of negative situations, constructive and engaged. People with positive attitude exhibit a “can do/will do” response no matter what the circumstances. You know that tasks are safe in their hands and that they will do their absolute best to complete the work with the minimum of management attention. They come to you with solutions not problems

#### Outstanding

Outstanding attitude will be exhibited by pro-active application of the behaviour characteristics. They will come to you with opportunities, offer to work extra when you would not have wished to ask them, suggest change and assist in its implementation, are cheerful in the face of extreme adversity. They are the first person you think of when you have a tough task that needs doing

#### Requires Improvement

Individuals with poor attitude are difficult, intransigent and argumentative, lacking a sense of responsibility. They are usually negative and can be destructive; “jobs worth”; resistive or worse, pay lip-service to change; worry more about what they have done than what needs to be done, i.e. backward looking. They may work hard and long hours, especially if paid overtime, but often produce little or little of real value. They are defensive when issues are pointed out to them

### Usage Guide

Use this attribute in place of **Effort** for roles where flexibility and responsiveness is required in addition to task processing

## Assessment Guidelines

### Communication

*Communication is about timely and targeted information with respect for the recipient*

#### Satisfactory

Communication increases efficiency by ensuring that the right people are aware of information or issues that directly affect their work and behaviour. Good communicators worry about the content of the message, when, how and to whom it is delivered to create the maximum organisational benefit. They leave knowledge and understanding, not doubt and concern. Communication also creates involvement on the part of the recipient and so is very important in operational cohesion. Good communicators are also good listeners always leaving the impression that they are interested and involved in conversations

#### Outstanding

Outstanding communicators engender confidence and cohesion. They impart bad news directly, with personal ownership and without spin, but also with respect of the audience. Every message they issue is not only worth understanding; it is essential to understand. They will also actively create opportunities for effective communication to others

#### Requires Improvement

Poor communicators frequently abuse email (engage in email warfare, including unnecessary recipients or in the extreme blind copying, using email to score points, use of capitals, etc.), ignore subordinates, waffle, contradict themselves, fail to communicate issues, not contribute in meetings, may appear unengaged, gossip, spread divisive or cynical messages or in extreme cases even lie. If they are managers, their staff will often feel isolated, neglected, undervalued and confused

#### Usage Guide

Use this attribute where effective communication is critical to the success of the role. Other roles will cover communication as part of either **Effort** or **Attitude**. For senior roles, communication may alternatively be embodied in **Leadership**

## Assessment Guidelines

### Customer service

*Customer service is about correctly setting and then meeting customer expectations*

#### Satisfactory

Customer service is not about doing what the customer wants; rather it is about doing the right thing for both the customer and the organisation, understanding when to challenge a customer view and still be able to bring the customer with you in creating and delivering the solution. It is as much about expectation management as listening and interpretation. This takes a close relationship of mutual respect and so relationship building is critical

#### Outstanding

Outstanding customer service comes from exceeding customer expectations and will be evidenced by pro-active customer feedback and (for external customers) repeat business

#### Requires Improvement

This one is quite simple; angry or disappointed customers will tell you. But sycophantic pandering to customers at the expense of the organisation is also behaviour that requires improvement. Even if the right thing was done, if the customer does not realise this, then the result may be poor customer service. For external customers, account closure or loss of new business will indicate poor performance

#### Usage Guide

Use this attribute for customer facing roles where the behavioural aspect of performance (i.e. the manner in which customer service is delivered) is not adequately covered by results or organisation development. It may also be included in internal service roles to enrich **Attitude** or **Focus** with specific emphasis on the recipient of the output

## Assessment Guidelines

### Organisation Development classes

#### Overview

Organisation development is generally about helping the organisation and its workforce change, mature and improve. Like results, these objectives are grouped into classes for cross-class reporting, but the actual objectives are long free-form text written by the manager each month. Within each class multiple [unlimited] organisation development objectives may be entered.

It should be born in mind that the outcome of these objectives will be marked the following month and so where long-term objectives have been agreed, they should be broken down into significant milestones to maintain focus

The following *organisation development classes* are pre-set within the application; others may be added as required

- ❖ Corporate; *generally used for senior management roles and related directly to corporate strategy covering marketing, geography, business, etc.*
- ❖ Management; *for organisation issues, process and procedure, culture, morale, operational effectiveness [making pulsechecks work would go in here]*
- ❖ Change; *project and business change, used for project roles*
- ❖ Product; *covering development and deployment of new business products*
- ❖ Quality; *specific programmes in support of reduction in failure rates*
- ❖ Personal development; *training and staff development*

The assessment of whether the contribution towards the objective within the period is *Satisfactory, Outstanding* or *Requires Improvement* is naturally subjective by the manager but should take both timeliness and quality into account. Where possible, organisation development objectives should be specific on date with well defined outputs so that scoring can be done without disagreement.

The following pages add more comment to the objective classes and provide guidance on objective setting

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### Corporate

*Corporate objectives maintain focus on delivering the strategic plan*

#### Satisfactory

Critical to delivery of corporate organisation development is articulation and engagement by all levels of management. Strategic change is hard because of daily distractions and external market events. Maintaining the plan in the face of these influences is what is sought

#### Outstanding

In addition to improving delivery against the agreed timetable, keeping an open mind and challenging strategy when faced with changing circumstances is outstanding

#### Requires Improvement

Losing focus, becoming pre-occupied with day-to-day operational issues need to be combined with lack of communication and ensuring buy-in to the strategy. However, blindly delivering the strategy regardless of changing circumstances is also to be avoided

#### Objective guide

Corporate organisation development is frequently planned over long timeframes. The setting of monthly objectives within an overall strategic plan entails planning at a low enough level that emphasis is maintained and progress driven. Whilst this can be time consuming, it will significantly increase the focus on strategy and improve success

## Assessment Guidelines

### Management

*Management objectives improve the effectiveness of the organisation*

#### Satisfactory

Achieving a balance between results and change is the key to effective management. Maintaining focus on delivery of organisation change and ensuring these changes are delivered both on time and in a manner that is self-sustaining is the goal

#### Outstanding

Enriching the requirements of the objective, delivering early or across a wider scope is outstanding

#### Requires Improvement

Obviously delivering late or incomplete is bad, but that is too simple. For management organisation development objectives, the key is that the change delivered is embedded in the new organisation so that behaviour does not revert. Also, the impact on other aspects of the organisation's performance needs to be considered. Change needs to be accepted without negative implications

#### **Objective guide**

Organisation development should focus on achieving sustainable incremental change

## Assessment Guidelines

### Change

*Change objectives deliver successful business transformations*

#### Satisfactory

Successful delivery of change is firstly about understanding and challenging the definition of the deliverable, the inputs, the quality standard required and the timing, plus ensuring buy-in to any new or modified business processes. Once this is done, then maintaining focus on the end point and hitting the date with a complete deliverable that does not require re-work, is of the standard expected and handed over to trained operational users. Where delivery is a delegated effort not an individual one, ensuring that all concerned have perfect clarity of output is key. However, delivery is also about setting realistically aggressive timeframes and taking ownership of the task through to completion

#### Outstanding

Delivering early is outstanding, but only provided the remaining time is of value. Simply doing something that is quite straightforward quickly should not, in itself, be considered outstanding. Actively challenging a deliverable's scope and objective in such a manner that the work output is of greater use to the organisation and still getting it done on time is what should be strived for

#### Requires Improvement

Obviously delivering late or incomplete is bad, but that is too simple. A good deliverable, delivered on time, but solving the wrong objective is also bad as it shows insufficient challenge and understanding and may fail to achieve the changes required. Similarly, delivering on time but in a manner that fails to accomplish the desired change state through lack of acceptance of buy-in by users requires improvement

#### **Objective guide**

Change management should be as specific as possible with regard to both timing, the nature of the deliverable and the change state accomplished

## Assessment Guidelines

### Product

*Product objectives match demand with economically viable innovation*

#### Satisfactory

Product is a specific sub-set of change related to delivery of well thought through, economically viable goods or services that the organisation can market. Satisfactory product management covers the entire product lifecycle from idea origination, through market analysis, pricing, delivery, sales education, marketing and post-launch support. Objective delivery means taking ownership of the idea and seeing it through to launch with an open mind that accepts constructive comment and adapts to achieve the best outcome

#### Outstanding

Hitting dates with exceptional quality, completeness and clarity of message is outstanding

#### Requires Improvement

Simple failure to meet objective dates must be combined with the quality, completeness and economic sense of the result. Delivering a bad product on time will still require improvement

#### **Objective guide**

Product development should focus on stages in the lifecycle to ensure that the process is managed comprehensively. In this way pulsecheck can be used to directly underpin repeatable product development without the need for other tools

## Assessment Guidelines

### Quality

*Quality objectives deliver measurable improvement in output*

#### Satisfactory

To achieve quality in a deliverable it is essential to both understand what is needed and to supply an output that is fit for that purpose. It is not just about error free deliverables (perfectionism) because creating such deliverables may take more effort than using the quality processes to identify the errors and correct them. It is more about owning, and instilling in others, a mindset that is focused on building the appropriate level of quality into a product or process. It may also be about creating sustainable quality processes and pursuing continuous improvement in all activities

#### Outstanding

Outstanding performance relates to beating the accepted norms, without waste or creating quality initiatives that change the norm

#### Requires Improvement

Obviously deliverables or process failures that are materially below the accepted norms can be a result of poor performance but so can over-engineering as this wastes resources. For managers, failure of control processes, or failure to implement control processes are also examples

#### **Objective guide**

Organisation development in quality should focus on delivering specific measurable quality improvements, repeatability and reduction in rejection rates, etc

## Assessment Guidelines

### Personal development

*Personal development objectives ensure continual learning and personal growth*

#### Satisfactory

All employees have a personal responsibility to ensure that their technical knowledge is adequate to perform their job effectively and to the highest quality standards. In order to achieve this they must work proactively to maintain their expertise and ensure that it is always deployed against the problem in hand. To achieve this they need to be aware of their own limitations and plan to correct/ameliorate them. They should also be aware of the skill requirements for progression within the organisation and have an understanding how and when those skills should be acquired. They should also be willing to share their knowledge and assist others to acquire expertise. Managers need to both facilitate and create opportunities for personal growth in their staff

#### Outstanding

Individuals with outstanding domain knowledge have got to this stage with significant personal effort. They will devote their own time, outside working hours, to knowledge acquisition; they will create opportunities to share that expertise with others. They will always strive to keep abreast of emerging technologies to enable them to contribute to adoption debates from a standpoint of knowledge not emotion

#### Requires Improvement

The most obvious example of this is complacency, though individuals who are technically incompetent will also require improvement. Complacency can be exhibited by reluctance to embrace new technologies, cancelling or not turning up to training courses, self-denial with respect to their own technical weaknesses and/or lack of interest in correcting same. They will expect the organisation to train them in working hours with the least personal contribution possible

#### Objective guide

## Assessment Guidelines

Personal development should focus on personal and team plans for knowledge acquisition, career planning and staff development

## Assessment Guidelines

### Glossary

These terms, used throughout this document have the following meanings within pulsecheckHR

- ❖ Pulsecheck; *is a monthly assessment of an individual's performance combined with guidance and direction for the subsequent month, recorded and delivered by the manager*
- ❖ 3-Axis Assessment; *is a concept used to express the emphasis of an organisational group with respect to what was achieved, how it was achieved and where the organisation is going. The definition of emphasis along these three axes links staff performance management with the strategic goals of the firm*
- ❖ Attribute Weightings; *is the relative emphasis of the measurement aspects of a role*
- ❖ Role; *is a performance management classification that contains a weighted set of classes or attributes to be measured. Each employees is mapped to a role for each pulsecheck*
- ❖ Role Group; *is a collection of roles defining a purpose or business objective. Role groups may map to functional divisions within an organisation*
- ❖ Performance Grid; *is the combination of weightings for all roles within a role group*
- ❖ Performance Vector; *is the headcount weighted relative emphasis of the grid summarised along the three assessment axes*
- ❖ Results Classes; *the definitions used to measure output and contain specific quantifiable target sub-classes*
- ❖ Behaviour Attributes; *the definitions used to record the manner in which work is performed*

## Assessment Guidelines

- ❖ Organisation Development Classes; *the definitions used to direct change and objective achievement*

## Appendix – Pulsecheck report

The following pages provide an illustration of a typical monthly pulsecheck report. This needs to be handed to the employee as part of the pulsecheck meeting

The percentages relate to the assessment attribute weightings for the period. These may be varied for the forward period

## Assessment Guidelines

Name:	[Employee Name]		
Assessment role:	[Role Name]		
Manager:	[Manager Name]		
Assessment for period:	[Period]	Discussed on:	[Date]

Results Assessment			
<b>Sales</b>	50%	<b>Requires improvement</b>	
Target Category	Period Target	Period Actual	Units
Sales Value	50,000	35,000	GBP
New Accounts	5	2	Count
Calls	50	20	Count
Period commentary	Justification text required		

Behaviour Assessment		
<b>Leadership</b>	15%	<b>Outstanding</b>
Period commentary	Justification of outstanding assessment required	
<b>Teamwork</b>	10%	<b>Satisfactory</b>
Period commentary		
<b>Communication</b>	10%	<b>Requires Improvement</b>
Period commentary	Justification of why improvement is required	

Organisation development objectives Assessment		
<b>Corporate</b>	15%	<b>Requires improvement</b>
Objective	Outcome	
First objective description	Text needed	
Second objective description	Text needed	
Period commentary	Again, assessment needs to be justified	

Overall Comments
More text summarising overall picture

## Assessment Guidelines

## Assessment Guidelines

Name:	[Employee Name]		
Forward role:	[Role Name]		
Manager:	[Manager Name]		
Direction for period:	[Next period]	Next meeting date:	[Date]

Next Period Targets		
<b>Sales</b>	50%	
Target Category	Period Target	Units
Sales Value	50,000	GBP
New Accounts	5	Count
Calls	50	Count

Behaviour Guidance		
<b>Leadership</b>	15%	
Guidance	Explanatory text saying what they should do differently	
<b>Teamwork</b>	10%	
Guidance	To help them get better	
<b>Communication</b>	10%	
Guidance	Stuff they should pay attention to	

Next Period Organisation development objectives		
<b>Corporate</b>	15%	
Objective		
	Organise annual sales conference	
	Implement new sales targets	