

CONTENTS

1. INTRODUCTION TO A PERFORMANCE MANAGEMENT SYSTEM	
Introduction to a Performance Management System	
2. COMPONENTS OF A PERFORMANCE MANAGEMENT SYSTEM	
KPA's for Role Clarity and KRA's for Accountability	
Attributes / Qualities / Traits / Competencies	
Self-Appraisal	
Performance Analysis	
Performance Review Discussion	
Performance Ratings	
Signature by the Appraisee	
Manuals and Guidelines	
3. PERFORMANCE PLANNING	
Role and Role Clarity	
Identifying Key Performance Areas	
Converting Key Performance Areas into Objectives or Targets or Goals	
Listing down activities or tasks for each of the Objectives or Targets or Goals	
Assigning weightages to KRAS	
Planning Organisational Support and Development	
4. PERFORMANCE ANALYSIS	
The Performance Equation	
Objectives of Performance Analysis	
Methodology	
Using Performance Analysis for Counseling and Development Needs	
Illustration of a sample performance analysis for a Branch Manager of a Bank	
5. BASIC ATTITUDES AND SKILL FOR DEVELOPMENT	
Conditions for development	
Personal Effectiveness	
Self-Awareness and Personal Effectiveness	
Interpersonal Feedback	

6. PERFORMANCE REVIEW DISCUSSIONS	
Objectives of a Performance Review Discussion (PRDs)	
Steps in conducting a PRD	
Guiding principles for PRDs	
Performance review discussion and counseling skills practice	
7. PERFORMANCE APPRAISAL AND RATINGS	
Appraising performance	
The Bell curve or process of normalization	
Errors in appraisals	
8. USING PERFORMANCE MANGEMENT SYSTEMS DATA FOR HR DECISIONS AND PERFORMANCE IMPROVEMENTS	
Development Decisions based on PMS outcomes	
Personnel or administrative decisions based on PMS outcomes	
REFERENCES	