

PERFORMANCE MANAGEMENT

Developing a successful performance management framework: what to do and what not to do



What is covered

- Gaining clarity on the term "Performance Management";
- Defining the purpose of a performance management system;
- Clarifying the intended goals of implementing a performance management system within an organisation;
- Defining the impact of implementing a performance management system within best run organisations and applying that to your organisation;
- Discussing generic principles key to making a performance management system work within an organisation;
- Clarifying what part a performance management system plays in an organisation together with other people management processes;
- Clarifying how a performance management system can help an organisation in achieving its overall strategy;
- Applying this to the individual and team context by clarifying how each team's performance affects other teams, as well as the overall organisational performance;
- Assessing where your organisation is at in the implementation of a performance management system;
- Formulating outcomes-based KPAs and KPIs using SMART criteria and steps specified;
- Presenting guidelines and tools to help an appraiser prepare for a performance evaluation, as well as discussing potential pitfalls;
- Discussing the theory behind the normal distribution curve, as a possible objective tool to check distribution levels of staff ratings;
- Presenting delegates with tools and steps to help them prepare for their own performance evaluation discussions effectively;
- Discussing recommended structure and tips for the actual performance evaluation discussion;
- Practising acquired skills through role-plays in the training environment;
- Presenting best practise for linking performance to pay within the international environment.

Your takeaways

You will develop a practical understanding of performance management so that it adds value in their jobs. There is a mix of theory, discussions and practical illustrations of how performance management can be successfully implemented.

Conducted by Prof. Dr. Mark Bussin



Prof. Dr. Mark Bussin, BSc, HDPM, MM, M.Com, D.Com GRP CCP FIoD

Mark is an experienced Remuneration and management consultant and business owner, and is an academic at 6 different universities. He is an Adviser to the Government of South Africa and Kenya, and he continues to serve on and advise numerous Boards, Audit and Compensation Committees (including Impala Platinum Holdings Limited, a listed company and second largest platinum mine in the world) and Standard Bank, to name a few. With a firm understanding of business, management, and board level decision making, Mark is a practicing consultant whose services are engaged by government and corporate entities. Previously, he was an ex-shareholder of Price Waterhouse London, and has held management roles in MNCs in Resources, FMCG and Financial Services industries.

As the Chairman of 21st Century (Pty) Ltd, one of the largest Remuneration and HR consultancies in Africa, he leads a team of more than 60 specialists, serving over 1700 clients – including non-profit organisations, private companies, government, parastatals and over two thirds of the companies listed on the Johannesburg Stock Exchange.

Mark supervises and lectures to MBA, Master's and Doctoral thesis students in the area of Leadership, Strategy, HR, Reward, Compensation and Performance. He is also an author of several books (some prescribed by universities) and has published or presented 65 academic articles and over 450 popular papers. He is often sought by the media to appear on television, radio, and in the press for expert views as he was a commissioner in the Presidency.

He has been visiting Singapore and Asia over the past 10 years to speak at conferences, and to facilitate several courses and Masterclasses. He is also a board and faculty member for WorldatWork USA, and is certified as a Global Reward Professional (GRP) and Certified Compensation Professional (CCP).

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