

# Performance management

Managers are often looking for ways to maximise performance levels, but many don't know how to make it happen.



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Performance management isn't only relevant to large organisations, it is a vital component to the success of any pharmacy. It is the process of aligning your employees' individual goals and achievements to the overall goals of your pharmacy. Performance management encompasses recruiting the right staff and the training and development of your team to ensure they perform to the best of their ability. This maximises the contribution they will make to the pharmacy as well as their own personal job satisfaction and increased employee performance translates into better business performance.

## Regular appraisals

Regular performance appraisals should be implemented to recognise good performance, reward hard work and identify problems. This will also give your employees

an opportunity to discuss any issues they have with you as their manager and identify any training opportunities that may be overlooked. Appraisals can be as simple as asking open-ended questions such as what do you do well in your job? What do you enjoy/find difficult? What would you like to improve on? What training would help you do your job more effectively? How can I as your manager better support you in your job?

Answers to these questions will help you identify who your best performers are, who your underperformers are and who needs more support/or training. This gives you the necessary information to develop effective training plans and future directions. Another positive process in performance management is to run meetings for all staff and discuss business objectives at macro

and micro levels. This will help you improve business performance, staff morale and overall team spirit.

## Why do it?

Every employee no matter what industry they work in needs to have goals and receive regular feedback on their performance in order for them to be the best they can be. It is all about understanding your employees, knowing what they can and can't do, and what they will and won't do. Performance management is a two-part process. There needs to be a formal component where there are appraisals held at regular intervals. To really maximise performance, there also needs to be a more informal component which is delivered on a daily basis where you can regularly provide feedback, praise and open communication to all your employees.



## Top 10 tips for appraising staff

### 1. Constant communication

Through building strong rapport with your staff you unlock the communication channels enhancing the level of trust that you share with them. This will encourage frankness and honesty from both parties ensuring any issues will be brought to the table before they get out of hand or employees leave due to dissatisfaction/frustration with their roles.

### 2. Be clear about your priorities

Don't overload your employees with too many goals or areas of weakness. This will instigate resistance when explaining your business objectives and expectations to your employees it is best to be as honest and clear as possible. Every employee has the right to know what they are there to achieve, how well they are achieving it so far and how they can perform even better.

### 3. Provide feedback immediately

The best feedback is delivered immediately and honestly in a constructive manner. Performance appraisals should be more a summary of the feedback you have given them over time. It is also important to ask open-ended questions to receive feedback for yourself as a manager. Ask what they would like to see you do more or less of and be prepared to take this onboard to help that particular employee to achieve

their goal. Feedback should be about behaviour and actions that can be changed, not personality traits.

### 4. Recognise great performance

Celebrate success and acknowledge what your employees are doing well and what you want them to continue doing. Share this success with other staff, letting people know how proud you are of their achievements. Focusing on the strengths of your employees rather than their weaknesses will increase their morale and performance levels.

**5. Identify key areas for poor performance** Employees may not be performing to the best of their ability due to a lack of skill, training, information or motivation. It is essential to pinpoint the exact reason for the underperformance rather than assume it may be a lack of motivation – your staff may just require more training.

### 6. Have a system in place

Performance management is a process and needs some structure. It doesn't need to be complicated, however there should be some processes in place with concise timeframes. Make sure your employees are aware of when you will be holding appraisals and what will be discussed at these reviews, giving them an opportunity to contribute any areas of concern/interest they would like to include.

### 7. Achieve the needs of your employees

Employees all have needs that need fulfilling. Through collaborating with your staff to achieve their goals you will strengthen the bonds you have with them to take your pharmacy to the next level. It is crucial to follow through with what you say you will do. This way of thinking needs to start from the top before it filters down through your team.

### 8. Deal with discipline immediately

Performance management is not about dealing with authority or disciplinary issues. When a particular incident arises, discipline needs to be addressed immediately in a separate manner. Setting standards that are clear and understood by your staff will eliminate a lot of the need to have discipline in the workplace.

### 9. K.I.S.S.

Keep it simple sweetie. Keep reviews friendly, straightforward and simple, maintaining a minimal level of formality. Appraisals that are relaxed and positive will be far better received by your employees.

### 10. Learn from mistakes

Performance management is a way of tracking the progress of your people and your business, striving to continually improve management processes. Things will go wrong and you will find better ways of doing things. It is all a learning curve and only practice makes perfect!