Researchers Into Management

Day 4
Organisational Operational &
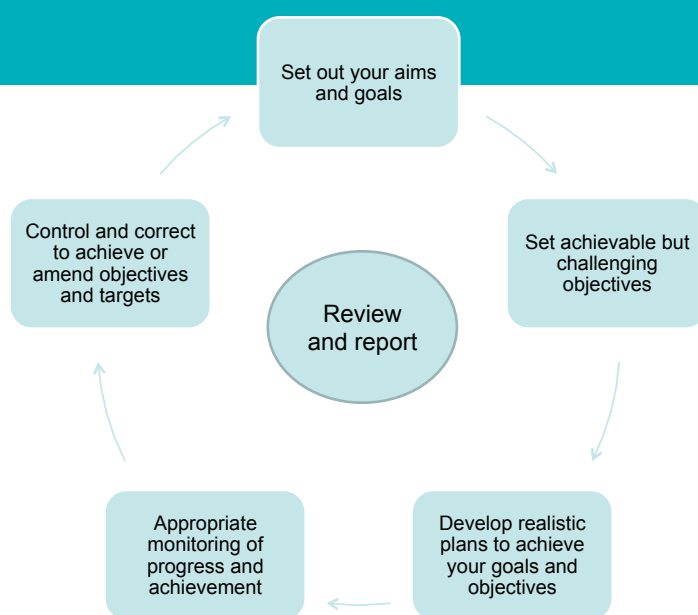Individual Performance Management

Objectives for the session

- To explore the operational management framework.

- To explore operational objectives around efficiency and effectiveness and KPIs

- To differentiate between efficiency and effectiveness

- To identify a range of control/feedback mechanisms to assess organisational performance

- To explore the role of performance management for the organisation and the individual

From the last session…

- Discuss your thoughts on the Nancy Rothwell Leadership Insight article

- Discuss progress with gathering Faculty / School / Institute and Research group strategy and operational plans

- Discuss queries relating to the assessments

The management review process

Set out your aims and goals

Set achievable but challenging objectives

Develop realistic plans to achieve your goals and objectives

Appropriate monitoring of progress and achievement

Control and correct to achieve or amend objectives and targets
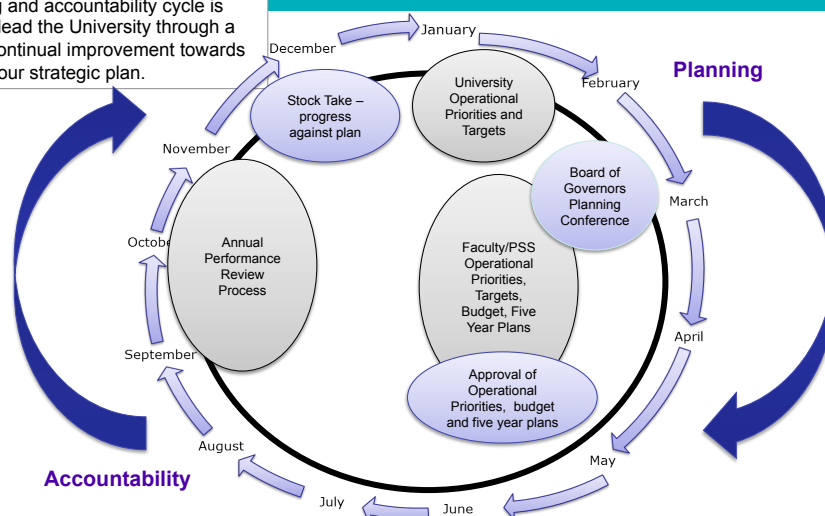
Review and report

Our planning & accountability cycle

Our planning & accountability cycle

Our planning and accountability cycle is designed to lead the University through a process of continual improvement towards the goals of our strategic plan.

http://www.campus.manchester.ac.uk/planningsupportoffice/PSO/PlanningPerformanceReview/

Annual StockTake report

The **StockTake Report** provides a detailed appraisal of progress against the goals and key performance indicators of the University's Strategic Plan, Manchester 2020, and is a key component of the University's Planning and Accountability Cycle.

Stocktake Report 2015/16

http://www.staffnet.manchester.ac.uk/planning/planningperformancereview/2020stocktake/

Operational management

Strategic Objectives

Operational Objectives

Operational Plan

KPIs

Individual Objectives

University Operational Priorities

- **Operational priorities** are agreed every year at University level as well as by the Professional Support Services (PSS), Faculties, Library and cultural institutions.
- Used to record and track activity taking place in support of the strategic priorities of Manchester 2020.

- See the Operational Priorities 2018/19
- See the PPS Operational Priorities Summary 2017/18

http://www.staffnet.manchester.ac.uk/planning/planningperformancereview/operationalpriorities
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Group discussion

Faculty / School Strategy and Operational Priorities

- Translation of 2020? - Is there clear evidence of realistic and measurable targets?
- Delegated roles - responsibilities, accountability, challenges?

Efficiency & Effectiveness – What's the Difference?

Efficiency	Effectiveness
• Speed	• End result
• Avoiding waste	• Suitable
• Avoiding misused time	• Relevant
• With fewer people	• Fitness for purpose
• Automation	• Quality
• Less resource intensive	• Does what is supposed to do to quality standards
• More for same resource	• About suitability of outcomes
• How well resources are converted into outputs	

Text books

Effectiveness is 'doing the right thing'
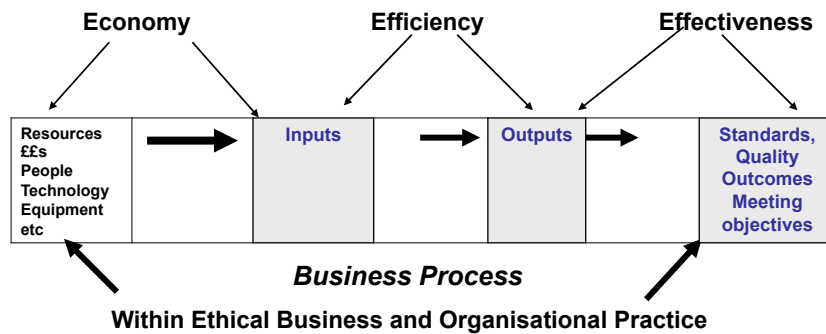
'Doing the right thing' means conducting the right activities and applying the best strategies for competitive advantage. From a process viewpoint it is producing the required outputs and outcomes, in other words meeting objectives.

Efficiency is 'doing the thing right'

It defines whether processes are completed using the least resources and in the shortest time possible.

The 4 Es of Performance…just to complicate things!

Economy   Efficiency   Effectiveness

Resources ££s People Technology Equipment etc	→	Inputs	→	Outputs	→	Standards, Quality Outcomes Meeting objectives

Business Process

Within Ethical Business and Organisational Practice

Strategic planning framework

Vision and Values

Mission

Strategic Goals

Strategic Goals, Enabling Strategies

Operational Objectives

Operational Objectives

Customer Service Standards

KPIs

Service Level Agreements

Key Result Areas

KPI 1
Global standing
Target: To be recognised as one of the 25 leading universities in the world, with 20% of subject areas in the top 20, as measured by our position in international league tables.

KPI 2
Total research grant and contract income
Target: To double total research grant and contract income by 2020 (from a baseline of 2010), ensuring an increase in both international and business income as a percentage of total income and an increase in Manchester's share of UK research grant and contract income.

KPI 3
Quality
Target: To improve the quality of research outputs by 2020, ensuring that 90% of staff are judged as producing world-leading or internationally excellent research by peer review, through the Research Excellence Framework or our own exercises, and to ensure that the share of our publications falling in the top 10% of cited papers in their field is in line with that for the UK's top five institutions.

KPI 4
Doctoral degrees
Target: To increase our postgraduate research student-to-staff ratio to be within the top five UK institutions and to ensure that at least 90% of students complete on time.

KPI 5
IP commercialisation
Target: To generate a cumulative £1 billion of economic impact by 2025 with £250 million generated in the period 2015-20.

KPI 6
Student experience
Target: To achieve at least 90% student satisfaction for Q22 in the National Student Survey by 2020, and that the University is in the upper quartile of Russell Group institutions.

KPI 7
Employability
Target: By 2020, to achieve a positive graduate destinations rate of at least 85% (as measured six months after graduation in the Destinations of Leavers from Higher Education survey), and that the University is in the upper quartile of Russel Group institutions.

KPI 8
Widening access
Target: To meet our widening participation targets for recruiting students from low-participation neighbourhoods and from lower socio-economic groups, and that the University is in the upper quartile of English Russell Group institutions.

KPI 9
Social responsibility
Target: A weighted portfolio of measures to monitor progress against the social responsibility agenda, including equality and diversity profile, engagement with communities (especially those that are disadvantaged), sustainability, and economic and social impact.

SMART objectives?

Specific	Is the goal focused / clear? Does it state exactly what you want to accomplish?
Measurable	How will you demonstrate and evaluate the extent to which the goal has been met? How much, how many? How will you know it is achieved?
Achievable	Should be challenging but realistic. Is it action orientated? How realistic is the goal based on other constraints?
Relevant	How is it aligned to organisational vision/goals? Does it seem worthwhile? Is it the right time? How does it tie into key responsibilities / resources?
Time-bound	Is there a target date / time limit (deadlines, milestones, frequency)?

Monitoring and control

- If activities are not monitored then progress against targets and objectives will be a guess

- If control methods are not activated when needed then activities can drift away from planned targets and objectives

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Vision and Values

Mission

Strategic Goals, Enabling Strategies

Operational Objectives

Local standards and targets

Individual objectives and standards

What targets/measures and information is available at each level to monitor and assess if goals and objectives are being met?

Slide 1

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Vision and Values

Measures and information

Mission

| Research Income | NSS Scores | KIS |

Strategic Goals, Enabling Strategies

Student Numbers actual vs Targets - Income

Student Satisfaction Surveys

Operational Objectives

Staff Survey Results

Local standards and targets

Customer satisfaction/feedback

Project Plans milestones/outcomes

Individual objectives and standards

Grant Applications Monitoring

Teaching Evaluations

Slide 2

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The University of Manchester

Staff Survey

"Our staff are our most valuable asset. If we are to meet our ambitious Manchester 2020 goals, we need to ensure that the people who work here feel encouraged, valued and motivated.

Every two years we ask you, our most valuable asset, to give us feedback about your experience of working here.

YOUR VOICE OUR MANCHESTER

Source: http://www.staffnet.manchester.ac.uk/staff-survey/

Slide 1:

MANCHESTER 1824
The Univers...

Vision and Values

Mission

Strategic Goals, Enabling Strategies

Operational Objectives

Local standards and targets

Individual objectives and standards

What control mechanisms exist at the various levels to check if goals and objectives are being met?

Slide 2:

MANCHESTER 1824
The Univers...

Vision and Values

Mission

Strategic Goals, Enabling Strategies

Operational Objectives

Local standards and targets

Individual objectives and standards

'Control' mechanisms

Board of Governors Conference/Review

External reporting to HEFCE

HESA information reporting

APR – Faculty/PSS

Reports to management teams –follow-up action

External reporting on Research Grants

Review of Research Project Plans

Individual PDRs

Organisational roles and performance management

Senior Managers

Meeting key strategic goals, overall high level organisational targets and financial viability and longer term focus

Middle Managers

Concerned at level of business unit, performance against operational plan, amalgamation of performance of various teams
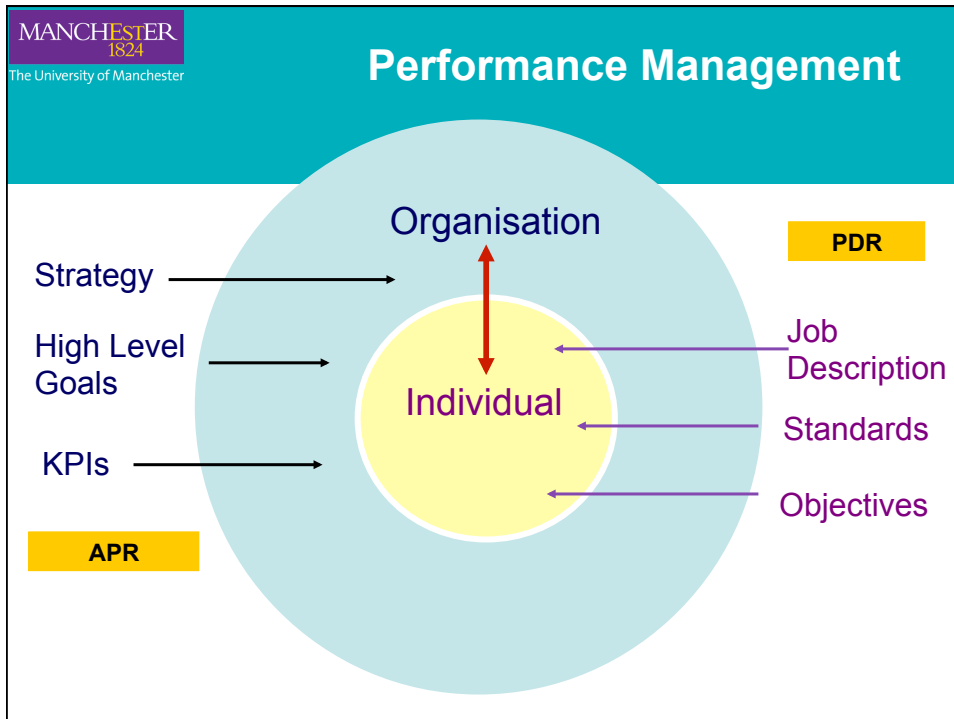
Integration

First line manager

On the ground day to day operational performance, product quality or service standards, much more detailed focus

All staff as individuals

Individual objectives, quality standards, key performance indicators, seek and act on feedback, customer and peer feedback

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Managing for high performance

☺ ☑ Excellent

😐 ☐ Average

☹ ☐ Poor

Performance Management

Organisation

Individual

Strategy

High Level Goals

KPIs

APR

PDR

Job Description

Standards

Objectives

Managing for high performance

What is performance management?

A method of connecting organisational objectives with the people who are to carry them out.

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Managing for high performance

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"It is the people who are the greatest creators of value."

"Our staff are the most valuable asset and key to the achievement of our goals."

"We value our employees as the greatest resource of our success."

Implementing Performance Management

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What is your current pre-disposition?

- Complete the questionnaire and discuss.

Performance Management

McGregor's Theory X and Theory Y

Theory X	sphere	Theory Y
Dislike work, find it boring, will avoid if we can	ATTITUDE	Need to work, want to take an interest, we can enjoy it
Must be forced or coerced into compliance	DIRECTION	Direct ourselves towards an accepted target
Need to be directed, avoid responsibility	RESPONSIBILITY	Thrive on responsibility
Motivated by fear, lack of money, lack of job security	MOTIVATION	Motivated by the desire of self-development and to contribute to the world
Little creativity, except when getting around rules	CREATIVITY	Highly creative when given recognition and opportunity

Based on a diagram from: http://lh3.ggpht.com/-UhditA3kxYo/UC1n1FXEZbI/AAAAAAAAATA/WThKKSRVuCg/s640/theoryxy.png

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Managing for high performance

What is good performance management?

• What is the aim?

Dilbert.com Scott Adams, 2002

3 Key Questions

- What is expected of the job holder?

- How is the job holder doing against what is expected?

- How can the job holder best develop in relation to what is expected of them?

Managing for high performance

What is good performance management?
- Is it an activity or a set of processes?

Both.
Annual performance reviews can be useful, but the focus should be on regular, frank, yet supportive performance conversations that include ongoing feedback.

Managing for high performance

What is good performance management?

- What techniques/ tools/ approaches should be used?

There is no single best approach. Regular, effective feedback on progress towards objectives should align with organisational strategy and suit the type of job in question.

Managing for high performance
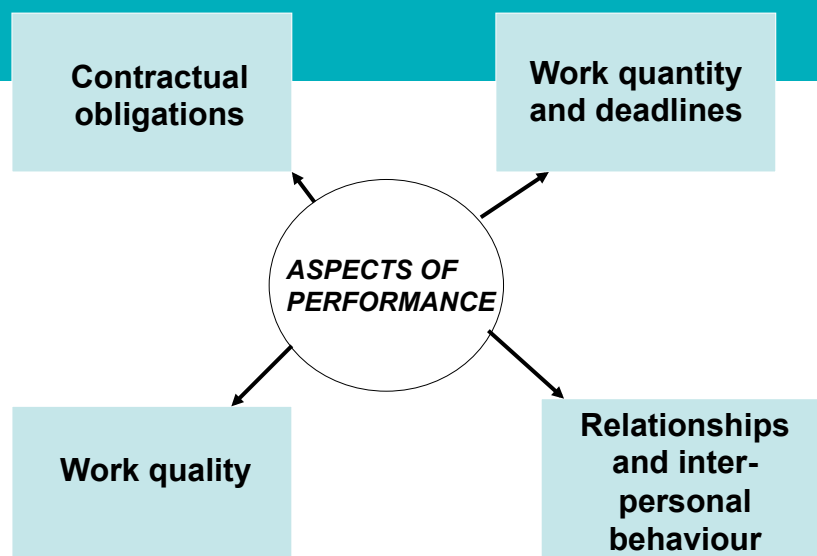
What is good performance management?

- What is the role of the manager?

- Reinforcing the links between organisational and individual objectives.
- Giving feedback that motivates employees, helps them improve, and holds them to account.

Managing for high performance

What is performance management?

- Pay
- Direction and control
- Poor performance
- Form filling
- Once a year conversation

- Personal development
- Continuous improvement
- Dialogue, support, agreement
- Teams as well as individuals
- Takes place throughout the year

Aspects of Performance

Contractual obligations

Work quantity and deadlines

ASPECTS OF PERFORMANCE

Work quality

Relationships and inter-personal behaviour

Focused Performance Management

LEVEL OF PERFORMANCE

STARS / OVER-PERFORMERS

CONSISTENTLY MEETING REQUIREMENTS

UNDER-PERFORMERS

TIME

Case scenario

- What are the issues?

- What would a reasonable manager do?

- What action could / should you take?

A framework for constructive confrontation – nip it in the bud!

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- Take ownership of the situation

- Describe the behaviours, actions or work that is the problem, give specific examples

- Describe why this is a problem - what is the impact?

- Enlist the person's help in overcoming the problem, agree actions

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The RiM Assessments

- What burning questions have you got following your review of the assignments and the assessment criteria?

- Who do you need to go away and chat to in your research group / school / faculty?