

# PERFORMANCE MANAGEMENT

## FOCUSED ON THE FUTURE, NOT THE PAST

Cambria's customized approach makes performance management a meaningful ongoing process that motivates individual achievement and development.

Performance management is first and foremost about getting results and improving performance. When executed well, performance management and appraisal have the potential to be a key part of an organization's ability to achieve its business objectives through people. Unfortunately, most performance management processes offer little more than a rear-view mirror look at past performance, and are a burdensome administrative exercise that offers little value. Additionally, as many current performance management processes are paper-based, the lack of automation adds to the time-consuming nature of the process and makes it less able to adapt to organizational changes and business changes, and the accompanying impacts on job and competency requirements.

For over 20 years, Cambria Consulting has designed performance management processes that are forward-focused, linking goal setting and development planning to business objectives and strategy. In addition, they balance the need to evaluate employees on results as well as how they were achieved. Today, with employee access to the company's intranet environment, we are able to implement solutions that streamline the performance management process and make it continuously available to everyone as a management tool.

### **BEST PRACTICES, WEB-ENABLED**

Cambria Consulting has benchmarked companies with the most impressive track records in managing employee performance and development. Combined with our technology partners, we build custom-designed performance management processes that fit our clients' business processes and their preferred ways of operating.

Cambria's performance management solutions:

- Link goal-setting and development planning to business objectives and strategy
- Support a collaborative process for setting goals and achieving results
- Enable employees and managers to set clear expectations
- Ensure that ongoing coaching and feedback play a central role
- Differentiate performance without resorting to forced ranking
- Align employee behaviors with company values
- Provide a consistent process across the enterprise
- Reinforce mutual accountability and commitment to the process
- Create powerful sources of feedback for individual development
- Emphasize employee strengths to improve performance
- Provide a straightforward and easy to understand process
- Feed higher-quality information to other HR processes

## CAMBRIA'S CUSTOMIZED APPROACH

Cambria does not begin with a generic solution. We begin each engagement by learning about our clients' businesses goals, and philosophy regarding performance management. We then seek to understand what is currently working well or not well in the existing performance management process, and model an ideal process that meets the needs of managers, employees, and other stakeholders. Finally, we collaborate with web designers, software developers, and our clients' information technology departments to implement solutions that are simple, flexible, and effective.

Some examples of our work:

- **Performance Evaluation for Investment Banking.** Cambria Consulting developed an electronic performance assessment process for a London-based investment bank that allows individuals to receive ongoing performance and development feedback from multiple sources, including internal customers, partners, supervisors, and peers, and which can be used at any time during the year.
- **Performance Management Web Site.** Cambria developed a web-enabled performance management process for a global energy company that is accessible by over 30,000 employees worldwide. It includes tutorials, flash demonstrations, downloadable worksheet forms, a full electronic back end, and everything employees and managers need to use the process without formal training. The system is also integrated with the company's HR database, SAP and PeopleSoft.
- **"MyHR" Performance Management Portal.** Cambria Consulting, in partnership with a web site design firm, developed the My Performance Management system for a global oil company, which, according to the company, is one of the most-visited web sites on the company's intranet.

## MANY APPROACHES, ONE GOAL

Cambria Consulting's experience in developing performance management applications ranges from a straightforward integration of competencies into existing processes, to designing full performance management systems. We have built systems that enable organizations to assess performance, address performance issues, identify individual development needs and determine long-term potential. Additionally, we have designed systems that incorporate 360° assessment, a database to track performance data over time, and quality control metrics to maintain the integrity of the system.

Regardless of the form that a client's performance management process may take, our goal is to make performance management a true business process for improving individual and organizational performance. We recognize that the heart of effective performance management is in the ongoing discussions between employees and their managers; the system should therefore be designed to enable and facilitate the process, not substitute for it.

## FOR FURTHER INFORMATION, CONTACT:

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