

The Performance Agreement - Overview

Process: Step 2



Lesson duration

About 10 minutes

What you will **learn**:

- Agreement [navigation](#).
 - What goes into each of the [agreement sections](#).
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The Index of Sections

Previously, we created a Performance Contract and are almost ready to start populating the agreement's first review period with performance objectives for the year.

Before we start, let's briefly check the layout of the screen and the functionalities available.

The index of sections indicate the sections of the agreement apply to you and their relative importance as a percentage. The Key Performance Areas section is always a part of an agreement, but Stretch Targets, Values & Behaviours, Leadership Behaviours, and Key Competencies might not be. These sections depend on various settings and whether you are a manager.

- Click on a section to navigate to it.

KEY PERFORMANCE
AREAS 70%

STRETCH TARGETS 10%

VALUES & BEHAVIOURS
5%

LEADERSHIP
BEHAVIOURS 5%

KEY COMPETENCIES 10%

ACTION PLAN

GENERAL COMMENTS

What goes into each section?

We will briefly tour each section to understand its native/original intention but note that you can rename any section to fit your purpose. The renaming of a section might completely change its purpose.

Key Performance Areas

The KPA section is used to identify the areas within the business that a person is responsible, e.g., Process Improvement, Safety and Health, Security, etc., and how they relate to company strategies

or focus areas - called perspectives or pillars.

KEY PERFORMANCE AREAS 70%

+ PERSPECTIVE

1. Internal Process 70%

+ KEY PERFORMANCE AREA

1.1. Succession Management 100%

KEY PERFORMANCE INDICATOR	PERSON COMMENT	MANAGER COMMENT
Implement online tool Measures & Ratings 50% System aligned to configuration document as per company requirements and outputs.		
Career paths populated online in line with HR input. Measures & Ratings 50%		

This section contains up to three levels of information. The Perspectives level is sometimes omitted and is dependent on client configuration.

Perspectives

Key Performance Areas

Key Performance Indicators

Note the action buttons:

BUTTON / ICON	USE
 	Opens a list of values. Sometimes choosing from the library is compulsory; sometimes you are allowed to use the library or create your own values.
	Allows library and own values.
	Views uploaded documents, and upload new documents.
	Open a text box for your comments.

	Delete an item.
Invisible buttons	<p>In many cases, headings become active after you have added them - allowing their editing and sometimes additional fields.</p> <p>1. Internal Process</p> <p>1.1. Succession Management</p> <div data-bbox="810 504 1484 604"> <p>Implement online tool</p> <p>Measures & Ratings</p> <p>System aligned to configuration document as per company requirements and outputs.</p> </div> <div data-bbox="810 638 917 694">100%</div> <p>Click on them to see what lies beneath.</p>

The other sections have a layout similar to, or simpler than the Key Performance Areas shown below. Some unfamiliar terminology might be used in these sections. Refer to the [Glossary](#) for a brief explanation of each.

Stretch Targets

The Stretch Targets section works the same as the Key Performance Areas section, but the fact that it is a separate section implies a separate overall purpose.

It is usually reserved for senior management where 'stretch' targets are present on Performance Contracts. Alternatively, you can change the section's name if you would like to use this section for a completely different purpose.

STRETCH TARGETS 10%

+ PERSPECTIVE

1. Finance 100%

+ KEY PERFORMANCE AREA

1.1. Policies 100%

KEY PERFORMANCE INDICATOR +	PERSON COMMENT	MANAGER COMMENT
 Measures & Ratings	Compliance to business and environment changes	100%

Values & Behaviours

Sometimes called Company Values, this section has a dedicated library for its items and is usually used to measure general company values. This section normally applies to all employees' part of the performance process.

VALUES & BEHAVIOURS		5%	
VALUE & BEHAVIOURS			
NAME	DESCRIPTION	PERSON COMMENT	MANAGER COMMENT
 Trust	- Be dependable – do what you say you will do - Be responsible - Be accountable – admit to mistakes - Be discreet, keep confidential matters private - Demonstrate trust in staff - Encourage initiative - Increase responsibility, e.g. encourage decision making - Provide on-going feedback - Provide clear instructions - Ensure all communication is open and honest - Share knowledge that is needed	Coming from another division, this value should not be applicable to me.	20%

Typical Company Values are:

Continuous Improvement

Integrity

Trust

Fun

Leadership Behaviours

This section is activated only for people who are managers of other people. If it does not apply to an employee, its section weight is distributed pro-rata among the other sections.

LEADERSHIP BEHAVIOURS

5%

LEADERSHIP BEHAVIOURS

	NAME	DESCRIPTION	PERSON COMMENT	MANAGER COMMENT
 	Leading through Vision and Values	- Communicates the importance of the vision and values—Helps others understand the organization's vision, purpose and values and their importance. - Moves others to action—Translates the vision and values into day-to-day activities and behaviors; guides and motivates others to take actions that support the vision and values. - Models the vision and values—Takes actions, makes decisions, and shapes team or group priorities to reflect the organization's vision and values. - Rewards living the vision and values—Recognizes and rewards team members whose actions support the organization's vision and values.	Decreased the weight because I'm new to the department.	20%

Typical Leadership Behaviours are:

Compassionate Leadership

Alignment

Awareness

Confidence

Key Competencies

This section lists the skills/competencies an employee should possess in order to do their job. And allows the employee to be measured against them.

KEY COMPETENCIES

10%

KEY COMPETENCIES

	NAME	DESCRIPTION	PERSON COMMENT	MANAGER COMMENT
 	Deciding and Initiating Action Measures & Ratings	Takes responsibility for actions, projects and people; takes initiative and works under own direction; initiates and generates activity and introduces changes into work processes; makes quick, clear decisions which may include tough choices or considered risks.	This is a personal goal, not so much a job requirement.	50%

Typical Key Competencies are:

Communication

Decision Making

Problem Solving

Teamwork

Action Plan

Employees and managers can use the Action Plan section to register any action supporting the employee's Performance Contract overall, or even an action specific to a KPI, Company Value, Leadership Behaviour, or Key Competency.

Training requirements or needs are special types of actions that can also be logged in this section.

ACTION PLAN						
+ ACTION						
WHAT?	HOW?	TRAINING REQUIRED	DUE DATE	PROGRESS	PERSON COMMENT	MANAGER COMMENT
 Implement online tool	Procure funds for change management and training.	Training for all supervisors, before go live date.	29 Jul 2022	Not yet started.		

General Comments

The General Comments section can be used by an employee or manager to note something, provide motivation for including or excluding an objective, and to explain the reason for giving a higher-than-expected or lower-than-expected rating.

GENERAL COMMENTS

+ GENERAL COMMENT

PERSON COMMENT

I am not comfortable using the company HR and payroll systems for data validation as these are also outdated.

MANAGER COMMENT

No Records Found

Wrapping it up

At the bottom of the screen are three buttons.

BACK TO DASHBOARD

While in the objective setting phase, all information added to the page is saved automatically, unless there is an explicit **SAVE** button, as on the popups.

When you are done, click **BACK TO DASHBOARD** to release and close the screen and to return to the employee dashboard.

SUBMIT OBJECTIVES

When your objectives have been listed, explained, and fleshed out and you are ready to request approval from your manager, click **SUBMIT OBJECTIVES**. Your manager will be notified.

EDIT SECTION WEIGHTS

Each section comes with a predefined section weight. Click **EDIT SECTION WEIGHTS** to amend the suggested section weights to better reflect the intention of your job.

Recommended further reading:

- [Glossary](#) of terminology and definitions
- [How to Use Performance Management with Success](#)

- [The Employee's Performance Management Dashboard](#)
- [Open an Existing Contract](#)
- [Create a New Contract](#)
- [Functionalities and Layout of the Performance Management Dashboard](#)
- [The Manager's Performance Management Dashboard](#)
- [Overview of The Performance Agreement Screen](#)
- [Set your objectives - Part 1 \(Working with KPAs and KPIs\)](#)
- [Set your objectives - Part 2 \(Working with the other sections\)](#)
- [Perform a Check-in](#)
- [Rate your objectives](#)



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