

Performance Management System

As an integral part of Clark/Bardes Consulting's overall service offerings, our Compensation Consulting Group offers a criteria-based performance management program which effectively links pay to performance, and consistently and objectively evaluates employee performance against pre-established standards and measures. We will custom design a performance management program for your employees, to include management, officer and non-officer positions.

The Performance Management System will deliver these valuable *benefits* for your institution:

- A performance management program with standards for all positions that links pay and performance.
- A viable program that promotes positive employee relations and improvements to communications.
- Quality and service improvements.
- A select assessment of employee perceptions.
- A training program covering details of the system.
- A Salary Increase Guide that links the new performance management component with pay.
- Documentation and measures that are job-related and legally defensible.

Three distinct phases comprise the Performance Management System:

- 1 **Readiness Audit**
- 2 **Program Design**
- 3 **Supervisor Training**

1 We will initiate the project with a **Readiness Audit** to assess appraisal-relevant parameters.

An effective pay-for-performance system addresses the differences between the high interest levels of senior management and the more limited interest levels of supervisory staff.

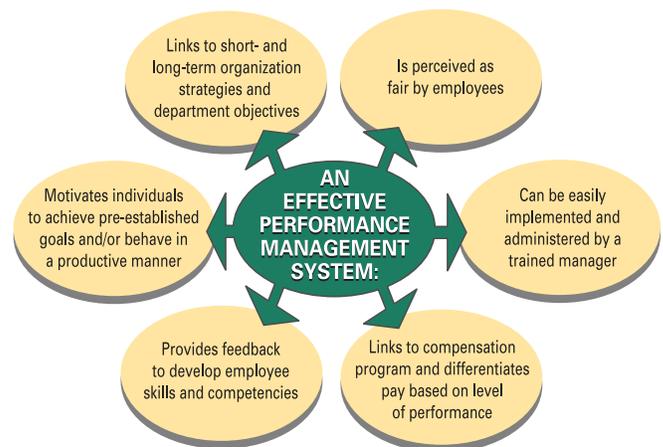
The process requires the integration of four elements:

- 1) contracting for performance
- 2) managing performance
- 3) appraising performance
- 4) rewarding performance

Through brief telephone interviews with a sample of personnel, we will assess the following parameters –

- **Perceptions about the current system:** motivation components, employee perceptions, desirable aspects
- **Source of appraisal:** supervisory review, peer reviews, self-reviews
- **Frequency of appraisal:** probationary, annual, etc
- **Appraisal objective:** what is to be accomplished
- **Attitudes toward appraisal:** value of reviews
- **Goal-setting process:** standards and measures.
- **Format for appraisal:** performance quantifiable, multiple forms
- **Appraisal usage:** links to pay
- **Training and education:** training efforts necessary
- **Compensation philosophy:** objectives, rationale, differences in positions

Performance Management Principles



2 We will develop a detailed **Program Design** customized for your organizational culture.

We will develop a detailed program design by examining generally recognized appraisal formats to determine the best pure or hybrid format for the bank. All support documentation, policies and procedures will accompany this phase. We will also prepare a Salary Increase Guide that effectively links pay to performance and establishes a relationship to your salary administration program.

3 Our on-site **Supervisor Training** program targets affected department heads, managers and officers.

If necessary, we will conduct a custom training program for all affected department heads, managers and officers. Workshop topics include quality improvement assessments, follow-up techniques, distribution of ratings, link to pay, salary administration, quality control of the system and budget projections. We want key personnel to understand and feel capable to manage all program components.

For more information contact:

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