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**Overview**

This standard is about planning and implementing performance management systems. It includes identifying best practice, designing performance management systems that are integrated with other HR processes, implementing performance management interventions and providing appropriate support to both managers and individuals. It is for HR professionals who are involved in the delivery of performance management.

**Performance  
criteria**

*You must be able to:*

- P1 Identify current and emerging trends, innovations and best practice relating to performance management systems
- P2 Design performance management systems that are integrated with other HR processes and meet organisational needs
- P3 Implement performance management interventions
- P4 Advise and support managers in operating performance management systems as appropriate
- P5 Make sure that performance management policies are applied fairly across the organisation
- P6 Identify legislative changes that may impact performance management systems
- P7 Support managers and individuals in resolving performance issues
- P8 Evaluate the organisation's performance management systems
- P9 Make suggestions for continuous improvement of the organisation's performance management systems

## Knowledge and understanding

*You need to know and understand:*

- K1 The organisation's strategy, performance goals and drivers
- K2 The sector in which the organisation operates and the market factors that impact on its performance
- K3 Sources of technical expertise and how to access them
- K4 How to identify current and emerging trends, innovations and best practice relating to performance management systems
- K5 How to design performance management systems that are integrated with other HR processes and meet organisational needs
- K6 How to implement performance management interventions
- K7 Commonly used performance management software
- K8 The value of ongoing timely feedback, simple appraisal processes and flexible performance-related reward in driving a performance culture
- K9 The role within performance management of competencies and objectives and how to use them to reinforce organisational culture
- K10 Techniques of advising and supporting managers in operating performance management systems
- K11 How to make sure that performance management policies are applied fairly across the organisation
- K12 Sources of information on legislative changes
- K13 How to support managers and individuals in resolving performance issues
- K14 How to evaluate the organisation's performance management systems

## CFAHR9

### Facilitate the delivery of performance management

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