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Research Paper

Performance Management in Nigerian Organizations: Issues, Challenges and the Way Forward

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ABSTRACT
Performance Managementis a vital component an organization. It has also been established that the best approach and strategies for having and running an effective and purposeful organisation is by placing the core value of high-performance standard above every other thing. In this currentera, betterperformance management play crucialrole in yielding successful results for companies and organisations. For continued relevance, organizations havestarted realizing andstrategizing their Performance Management System(PMS) which has become an important area of concern both for thepractitioners as well as for the academicians. In this paper, performancemanagement related issues and Performance Management Process,Challenges ofPM in public Service, some of the leadership issues in managing employee's performancein the public service have been discussed.
KEYWORDS*: Performance Management, Issues Challenges, Core Value and Public Service*

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I. INTRODUCTION

There is hardly any organisation today that has made it without issues and challenges, these could be performance issues, Human resource management problems and leadership issues are most instances not left out. What makes these organisations better at the end of the day is how they can look beyond their problems. It has been established that the best approach and strategies for having and running an effective and purposeful organisation is by placing the core value of high-performance standard above every other thing. Organisations and human beings alike that are made to the top have placed performance and leadership issues that is considered daunting above all things. Consequence of these, most Nigeria organisations especially the public service are allegedly performing below the globally accepted standard or are operating outside of their mandate which many accusing fingers are towards the direction of leadership pattern of most organisations and the public service, the core issues that need to be addressed have served merely the purposes of academic discourse, commentary, and casual reference. Issues of integrity, honesty and fairness for instance are still being treated with levity. Abound is evidence of dearth of vision, non-coordinated policy initiation and implementation, accountability, and transparency. A combination of these and other factors have undermined the effective performance of largely most Nigerian organizations.

The question of how to raise the desired performance and leadership of choice in public organizations has been central to reform efforts in recent decades as evidence in the review of the Public Service Rules (PSR). One response has been to recruit experienced mid-level and senior executives to help transform the public service such as local government or civil service departments, schools, and hospitals (see Borins 2000; Boyne et al. 2008; Storey 2004a, p.13). Another has been the identification of management and leadership 'competences', which are then used to direct managers' behaviour in the public organisations and professions (Burgoyne et al. 2004, pp.13-16; Horton 2002). All in efforts to restore the lost or dwindling performance in the Nigerian organizations.

This work will attempt to unearth thehuman resource management, leadership and performance management among others that are seen as impediment to organisational performance.

DEFINITION OF PERFORMANCE AND PERFORMANCE MANAGEMENT

Performance is the accomplishment of a given task measured against established standards of accuracy, completeness, cost, and timeliness. In a contract/agreement, performance is deemed to be the fulfillment of an obligation, in a manner that releases the performer from all liabilities under the contract.

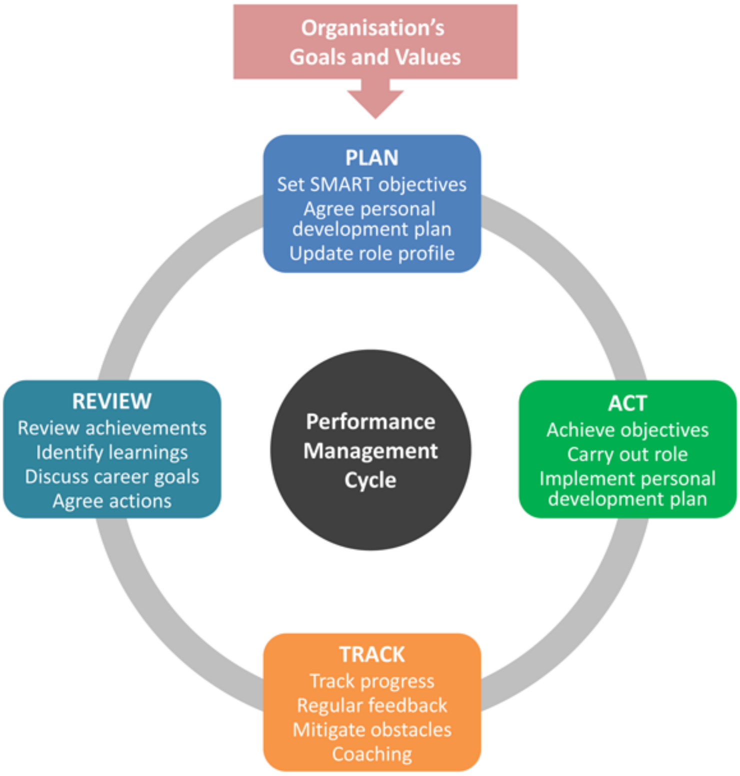
On the other hand, attempts to define Performance Management have been varied and diverse. Performance management is a part of human resource management, and it plays a vital and crucial role in organizations' growth. It helps the employees to continuously improve themselves thereby improving the organizational productivity.The Commonwealth (2004) defined performance management as "the means by which countries link the goals of their public services to the main areas of target setting, appraisal and development". It is a dynamic process that is designed to better understand program operations, monitor outcomes, and ultimately, help [agencies] become high performing organizations, which produce positive outcomes. It involves regular, ongoing performance measurement reporting, analysis, and program modification. (Performwell.org)

Performance Management is a goal-oriented process directed toward ensuring that organizational processes are in place to maximize the productivity of employees, teams, and ultimately the organization. It is a major player in accomplishing organizational strategy in that it involves measuring and improving the value of the workforce. Performance Management includes incentive goals and the corresponding incentive values so that the relationship can be clearly understood and communicated. There is a close relationship between incentives and performance. In effect, Performance Management System can be defined as an assemblage of methodologies for managing behaviour, processes, and results to ensure that goals and objectives are consistently achieved in an effective and efficient manner.

PERFORMANCE MANAGEMENT PROCESS

Performance management is an on-going process of communication between a supervisor and an employee that occurs throughout the year, in support of accomplishing the strategic objectives of the organization. If there is a lack of clarity regarding where the organization wants to go, or the relationship between the organization's mission and strategies and each of its unit's mission and strategies, there will be a lack of clarity regarding what each employee needs to do and achieve to help the organization get there. Therefore, performance management is the systematic process by which an agency involves its employees, as individuals and members of a group, in improving organizational effectiveness in the accomplishment of agency mission and goals. The Performance Management Cycle is as follows:

PERFORMANCE MANAGEMENT CYCLE



The PMS cycle/phases encompasses Performance Planning; Setting Measures/Targets; Monitoring/Checking; and Reward/Recognition.

The key objectives of the Planning phase are to ensure strategic and operational planning, that ensures that all actions at the individual level are aligned with the organizational mandate that in turn is directly linked to the national developmental agenda. To begin the planning process, supervisors review employee overall expectations, which include collaborating on the development of performance objectives. Individual development goals are also updated. The performance plan directs the employee's efforts toward achieving specific results to support organizational excellence and employee success. Performance planning is used to provide a structured approach to driving the attainment of the desired level of performance for individuals, teams and institutions.

The Phase for setting measures and target ensures that targets are set for the performance period (mid-year/end-year). Targets are used to evaluate performance usually to compare performance outcomes with expectations. The set targets become a basis for measuring the quality of outcomes. Targets become the yardstick of performance measurement. The individual and his/her supervisor agree on acceptable measures/targets for all KPIs, which are cascaded through negotiation and assignment. Agreed KPIs & targets are documented in a Performance Contract/Agreements.

The Monitoring Phase ensures goals and objectives are discussed throughout the year, during check-in meetings. This provides a framework to ensure that employees achieve results through coaching and mutual feedback. At the end of the performance period, employee's performance is reviewed against expected objectives, as well as the means used and behaviours demonstrated in achieving those objectives. Together, new objectives for the next performance period are established.

The Recognise and Reward Phase establishes the nexus between Performance Management and other Human Resource (HR) areas. The outcome of the performance management system forms a basis for making decisions on: promotion and progression; recognition and rewards; learning and development; succession planning and mentoring; as well as sanctions and discipline.Recognition and rewards are awarded where targets have been met/surpassed and sanctions and discipline are meted where performance outcome is below expectation.

An effective performance management process sets the foundation for aligning the individual's efforts with the goals of the organisation or agency:

PURPOSE OF PERFORMANCE MANAGEMENT

Performance management is such an important and intricate field. The purpose of performance management and how it improves employee engagement, organisational and individual performance are to:

i. **provide meaningful, on-going feedback:**Real-time feedback is one clear example of how performance management systems have become more forward thinking. Traditionally, feedback was limited. Employees would receive it during an annual performance review while being formally judged and appraised on their past performance. Feedback is far more effective when delivered promptly. One of the most important purposes of performance management today is to give and request feedback regularly, regardless of whether it is positive or constructive in nature. All feedback is progressive and should be delivered as soon as possible.

ii. **encourage Teamwork, Collaboration and Communication:**Human Resource Managers often look for ways to create a sense of community and teamwork within their organisations. This leads to improved communication and collaboration, which is good for business performance. Companies can go about this in different ways, but many utilise a mixture of social activities and access to the right technology. Team-building exercises and after-work social activities help to develop a sense of collaboration, togetherness and team spirit.

iii. **ensure everyone is achieving their SMART goals:**Goal-setting has always been an important focus for performance management. It is essential that employees understand what is required of them. Unfortunately, it has been shown that only about half of employees actually know their goals. If employees are not entirely clear on their aims, they will struggle to achieve goals and surpass expectations. Goal completion is the responsibility of the employee, the manager and the human resources department. Goals should be set regularly and should be short-term. It has been shown that short-term goals are incredibly effective, even more so than long-term goals. Human Resource should ensure these goals are set and that manager and employee meet frequently to discuss their progress.

iv. **ensure goals are relevant and capable of furthering Organisational objectives:**Employees should not simply understand their own goals. They need context on how those goals feed into the overall organisational strategy. Not only will this help with their daily decision-making, but an understanding of company objectives and how their roles feed into the direction of the company will give employees a sense of meaning and purpose.

v. **provide continuous support:**The modern company needs to be concerned with so much more than cold, hard business results. Organisations need to be social enterprises, rather than purely business enterprises.

They need to care about employee well-being and employee mental health. This can involve putting wellness programmes in place, but it also means demonstrating to employees that they can come forward to discuss any issues that are affecting their performance.Mental health conditions, including stress, anxiety and depression, are increasingly common and they have a direct impact on performance. Increasingly, proactive organisations that have established measures, through their performance management systems, ensure medical check-ups are regular and are incorporated in performance management. For example, conversations about health and wellness.

vi. **identify development areas:**One key purpose of performance management is talent management. It is vital to create development plans with employees. Focusing on development needs means managers and employees can put effective plans in place for individual performance improvement and, ultimately, improved organisational performance. Such demonstrable interest in employee personal development and career aspiration makes them feel like valued and respected members of the team rather than a replaceable cog in the machine.

vii. **offer recognition and reward:**A Harvard Business Review on Institutionalise Performance Management in the Service states that "recognising employees is the simplest way to improve morale and employee engagement". Recognition is also positively linked to productivity and high performance. Recognition does not have to come at a high price. There are many cost-effective means of acknowledging great effort and accomplishments, and it has been shown that the greatest way of incentivising employees is with intrinsic motivators.

viii. **make sure employees are engaged and happy:**Performance management systems are as much about the employee as they are the employer. The term "employee engagement" has become a recurrent phrase in HR over recent years, with good reason. Organisations are now well aware of the many business advantages of engaged employees. They also know how detrimental it can be to have an actively disengaged employee on staff. One purpose of performance management is to keep up-to-date with engagement trends, to conduct employee engagement surveys and to ensure all is being done to keep employees engaged, motivated and happy.

ix. **provide employees with a clear career path:**Career progression is important to most employees and considers it of top priority, as a measure of professional, academic and personal success. A good performance management system encourages managers to discuss a career plan with their employees while covering what the employee needs to do to get there. Organisations that are unable to provide top performers with clear routes of progression are more likely to lose such employees.

x. **take corrective actions:**Performance management allows managers and HR to step in at an early stage to address performance issues. Poor performing employees can have a serious impact on the entire organisation and if performance issues are left unaddressed, they can get out of control.

xi. **determine how leadership can motivate and coach:**When a performance management system revolves around a one-or-two-year annual performance appraisal, this does not allow time for trust and communication to develop between manager and employee. This is a problem, given that a manager has such a significant bearing on employee engagement levels. These days, managers need to be so much more than just anonymous authoritarians. They need to be motivators and coaches to improve employee performance.

xii. **improve service delivery and profitability:**Modern corporations and businesses need to care about their employees, but unless such organisations produce great results and hit new milestones in customer satisfaction, they will not thrive and compete long-term. In effect, performance management when done effectively helps to improve performance and business results/bottom line for the promotion of corporate survival.

PRINCIPLES OF PERFORMANCE MANAGEMENT

Effective performance management does not come from following a rigid, bureaucratic process. It comes from understanding what motivates people and managing the conditions to help them achieve their goals. The principles of performance management should be about people and performance, not just process! The following principles underpin Performance Management:

i. **Be honest and open**: good performance management relies on a good relationship.
ii. **Keep it simple**: keep the emphasis on development and performance and keep the paperwork and process simple.
iii. **Keep in touch**: use mini reviews to build towards a performance review.
iv. **Make goals interesting, challenging and engaging:** this is what really motivates people to achieve.
v. **Pull together**: align individual's goals with team and organizational goals.
vi. **Build on strengths more than correcting weaknesses:** nobody is good at everything.
vii. **Get the mix right:** focus on complementary skills within your team.
viii. **People like to perform! -** believe it or not people like to work, achieve, be praised, and know that their contributions are valued.
ix. **Give praise**: recognize and acknowledge good performance as soon as it happens.

x. **Let people know how they are doing:** give regular, timely feedback, either motivational, formative, or both.

xi. **Get the right tools for the job:** make sure that the resources are in place to help you run the process, and to enable people to demonstrate performance improvement.

xii. **They perform, you perform:** remember, as a manager your performance depends on your team, when they perform well, it is easier for you to perform well.

xiii. **Be an example:** set the standard by example. To motivate others be motivated yourself, it is infectious! Strive to be a better manager.

xiv. **Motivate, motivate, motivate:** the missing element from most performance management processes? People will only achieve superior performance if they want to.

xv. **Use performs to outperform**: the perform model has been designed to help create the conditions that will motivate people to superior performance.

FEATURES OF AN EFFECTIVE PEFORMANCE MANAGEMENT SYSTEM

The most effective way of running performance management is by implementing a system that provides Managers with as much relevant information as possible, without overloading with things not needed. Some of the critical features of an effective performance management system include:

i. **Possibility to Setting Clear Goals:** You need to be able to set clear goals for your employees and be able to establish timeframes for these goals. This allows you to communicate in a two-way process with each employee, setting the goals and reviewing their performance based on how the goals are achieved. It is easy for them to see what they have to do, and it is even easier to analyse their performance.

ii. **Providing constructive and positive feedback:** There should be no such thing as 'negative' feedback in performance management systems. Telling someone, they are doing a bad job would not help anyone. Instead, cases of underperformance should be communicated through constructive feedback. Employees should be told what is going wrong, and how they can improve to boost their performance. On the other hand, generous praise to employees when they do good work and achieve all their goals should be without hesitation.

iii. **Identifying training opportunities:** Another key feature in a performance management system is the identification of training opportunities for employees. As their workflow is analysed, it can become apparent that someone lacks in one particular area, and appropriate trainings to fill such gaps should be identified. Such deficiencies are flagged and communicated through the creation of an Individual Employee Growth Plan or Personal Improvement Plan prior to sending such employees on a course of training. By being supportive of your employees, you end up making them better and this benefit the organisation on the whole.

iv. **Show how each employee performs:** Naturally, you need your system to paint a clear picture of how every employee is performing. When you look at your system, you should be able to focus on one individual and clearly see their performance trajectory. The benefit of this is that it can show you if someone is steadily improving, staying around about the same level, or declining. Therefore, you can decide on the next steps depending on their performance.

For years, people were stuck with the traditional appraisal method of handing out ratings to their employees. However, there is more to modern performance than just ratings. Giving someone a rating does not help them improve, it just tells them that they are either doing a good job, a bad job, or a mediocre job. The future of performance management is definitely focused more on employee development, rather than obsession with ratings. With performance management systems, it is all about analysing employee performance, ensuring employees are motivated by shared goals and helping them to develop by providing actual feedback.

PERFORMANCE TARGETS AND STANDARDS

Performance targets are an important component of the management control systems. Targets, Goals, objectives, performance plans, work plans, are synonymous words. Target has been defined as a goal or objective towards which effort is directed (Encarta, 2009). Target setting according to Cambridge English Dictionary, is "the practice of giving people targets to achieve and of deciding what these targets should be**"**. It is a form of performance planning for objectively allocating tasks to enhance staff performance and achieving organizational goals. Targets largely determine bonuses, career prospects and promotion decisions to motivate service delivery efforts and retain employees.

In the management of performance in the public service in Nigeria, the key areas of concern for the achievement of positive outcomes are target setting and the absence of performance standards.A glaring consequence of this deficiency is the unsatisfactory level of institutional performance and service delivery.Focusing on organization and individual activity through the use of targets linked to strategic aims can be a powerful tool but careful consideration needs to be given to what is targeted, how targets are applied and who targets are applied to (Ashton and Sung, 2005).

In drawing attention to the issues of target setting, the National Strategy for Public Service Reforms (NSPSR) document, stated that the current state of assessment in the Civil Service reveals that 'there is no effective performance management system that motivates excellence, result achievement and accountability, whether at corporate or individual levels. The only element of it is the staff appraisal report called the Annual Performance Evaluation Report (APER), which itself has been rendered unreliable as an appraisal instrument'. The deficiencies of APER as an appraisal tool were enumerated as:

i. Completion of the APER form only serves as a prerequisite for promotion and does not serve as a tool for performance appraisal and development
ii. Although the APER form makes provision for target setting, targets are usually not documented and when documented, they are not aligned with organizational goals.
iii. Performance measures are too generic and inflexible; the APER form stipulates a one-size-fits-all performance standards for all cadres of staff regardless of profession and job description
iv. There are no clearly defined and shared competency standards and expectations for job roles across the Service
v. There is the existence of staff with no assigned schedule of duties either because they have been sidelined in the MDAs or their duties are being performed by another officer.
vi. There is no motivation for organisational innovation and development, thereby promoting a culture of apathy towards 'on the job performance'
vii. It is difficult to assess the performance of staff who have not been assigned any duties

The absence or poor target setting was also stated in the revised civil service handbook as one of the numerous human resource management problems bedeviling the civil service. "Poor job descriptions and schedule for many posts, leading to inability to specify targets and hold officers accountable for results, have all culminated in a seriously flawed performance management system". Target setting principles are not imbibed.

BASIC PRINCIPLES OF TARGET SETTING

The fundamental theories for target setting or performance standards are as follows:

Goal Theory: highlights four mechanisms that connect goals or target setting to staff performance outcomes;

i. They direct staff attention to priorities
ii. They stimulate effort,
iii. They challenge staff to bring their knowledge and skills to bear to increase their chances of success,
iv. The more challenging the goal, the more staff will draw on their full repertoire of skills
v. The emphasis of the theory is on setting on goals or objectives for measurement (Latham and Locke, 1979.)

Social Cognitive Theory: the postulation is that "what people believe they can or cannot do, powerfully impacts on their performance. Developing and strengthening positive self-belief in employee is therefore an important performance management objective" (Bandura,1986). The emphasis is on negotiating and agreeing on targets set.

GUIDELINES FOR SETTING TARGETS

To monitor and assess how employees are performing, it is useful to set clear objectives with quantifiable performance. Involving staff in setting targets can ensure that they are more motivated to meet them and they identify better ways of carrying out the tasks. The benefits for defining performance targets include ensuring every employee contribution fits into the organization's goals, helping individual employees to understand their role and feel more valued, creating standards to measure quantity and quality of employees' work and monitor performance of the Organization (Locke, 1968). Target can be considered at three levels: Corporate, Department, and Individual.

Setting a target is not **about guessing** what can be achieved. It starts with knowing where you are now, what you are trying to achieve, and determining challenging and realistic amounts of improvement needed to get there. Mandate of the various MDAs should be understood and cascaded to setting individual targets. Specific guidelines for ensuring effectiveness in target setting include the following:

- they should derive from objectives;
- they should be measurable;
- each target should have performance indicator (unit, volume, percentages or qualitative value);
- targets should be written to serve as reference;
- they should have specific time frame;
- they should be challenging but attainable;
- they should motivate those who will achieve them;
- targets should be matched by available resources;

- targets should be supported by organization's values, policies, rewards;
- they should have in-built accountability; and
- they should have the quality of being evaluated;

Targets setting succeed more if it is organization-wide. Resources needed (equipment, personnel, processes, workspace, etc.) to achieve the target should be available. How targets can be achieved should be determined**:** by working harder, more resources, improving a process, or an investment in new technology? In the end, targets must be subjected to the SMART test.

PERFORMANCE MEASURES AND APPRAISAL

A performance measure is a quantification that provides objective evidence of the degree to which a performance result is occurring over time.It does not matter if you call them KPIs, metrics, performance indicators, performance measures, or such other term as reference to a performance measure definition, also meant a KPI definition or a metric definition. So, by whatever term we call them, they must satisfy the above definition if they are going to drive performance improvement. Performance measures serve as a standard against which performance is often evaluated or appraised in service at the end of a specified period.

Setting appropriate objectives and making effective use of appraisals can improve organizational performance and also facilitate assessment of how well the employees are performing. Establishing clearly defined objectives helps employees to focus on specific tasks and corporate goals. When used correctly, performance management is a systematic analysis and measurement of employee performance (including communication of that assessment to the individual) that is used to improve performance over time. Performance appraisal, on the other hand, is the on-going process of evaluating employee performance. Therefore, Performance measure is: **-**

i. A method of **Comparison** to know when performance is good or not.
ii. A base of **Objective Evidence** that gives a reasonably accurate and reasonably reliable picture of what performance currently is.
iii. A sufficient **Degree** of graduation to detect small but important changes in performance that is deserving of response. Measuring degree means, for example, using a 10-point rating scale rather than a yes/no scale. Measuring degree means our measure can take more possible data points.
iv. Being relevant to important **Performance Results** relating to the priorities for organizational improvement. We measure lots of things in business. But not all measures are "performance measures". Not all measures deserve the same amount of our time and attention. Not all measures need to be acted upon. Performance measures are the subset of measures that track the performance results that are the biggest priorities right now.
v. Showing changes **Over Time** in performance levels to give enough contexts to avoid short-sightedness. Unless we design measures that give regular feedback through time, we will be faced with too little information, too late. We will not get the information that will help fine tune our strategies (those activities, initiatives, projects, and such that are supposed to make performance better) to ensure they actually do produce the improved results they were supposed to.

PERFORMANCE APPRAISAL COMPARED WITH PERFORMANCE MANAGEMENT

It is sometimes assumed that performance appraisal is the same thing as performance management. But there are significant differences. Performance appraisal can be defined as the formal assessment and rating of individuals by their managers at, usually, an annual review meeting. In contrast performance management is a continuous and much wider, more comprehensive and more natural process of management that clarifies mutual expectations, emphasizes the support role of managers who are expected to act as coaches rather than judges and focuses on the future.

Performance appraisal has been discredited because too often it has been operated as a top-down and largely bureaucratic system owned by the HR department rather than by line managers. It was often backward looking, concentrating on what had gone wrong, rather than looking forward to future development needs. Performance appraisal schemes existed in isolation. There was little or no link between them and the needs of the business. Line managers have frequently rejected performance appraisal schemes as being time consuming and irrelevant. Employees have resented the superficial nature with which appraisals have been conducted by managers who lack the skills required, tend to be biased and are simply going through the motions. As Armstrong and Murlis (1998) assert, performance appraisal too often degenerated into 'a dishonest annual ritual'. The differences between them as summed up by Armstrong and Baron (1994) are set out in the table below:

PERFORMANCE APPRAISAL	PERFORMANCE MANAGEMENT
Top-down assessment	Joint process through dialogue
Annual appraisal meeting	Continuous review with one or more formal reviews
Use of ratings	Ratings less common
Monolithic system	Flexible process
Focus on quantified objectives	Focus on values and behaviours as well as objectives
Often linked to pay	Less likely to be a direct link to pay
Bureaucratic – complex paperwork	Documentation kept to a minimum
Owned by the HR department	Owned by line managers

Source: Adapted from Armstrong, M; Taylor, S (2014) Armstrong's Handbook of Human Resource Management Practice, 13th ed.

CHALLENGES OF PERFORMANCE MANAGEMENT IN THE PUBLIC SERVICE

Gregg Greenberg, Senior Director of e-Commerce at SAP listed seven challenges to address during the planning stage for Performance Management implementation to ensure highest return on investment:

i. **Lack of strategic focus:**Organisation's overall strategy and goals must be integrated into the performance management process to deliver real business value. A well-designed process begins with focus. Having too many company goals and relying on a "cascade" process will likely leave employees feeling confused, unaligned, and inefficient. Simplify and prioritize company goals, and focus performance management on few critical goals that are key to business growth. Then help employees to understand how their everyday work and individual goals will help achieve these objectives.
ii. **Lack of timely, meaningful feedback:**Do not wait until the formal performance review to provide feedback. Employees may feel blindsided, and this can lead to disappointment, confusion, frustration, and disengagement. Disengaged employees are less productive and less motivated to improve their performance. Managers are to be trained to provide timely, meaningful feedback when positive behaviours or performance issues occur. Waiting too long to give feedback hurts employee morale, engagement, and ultimately business performance.
iii. **Lack of leadership support:** Management and leadership team must support and help drive performance management. Leaders have to be committed and actively engage their teams in performance management activities and provide support and recognition to managers and employees who exhibit the expected behaviours and actions. Without leadership support, performance management will not be successful no matter how well-designed the process is.
iv. **Lack of stakeholder review:** Early engagement with the major stakeholders in the planning phase is critical, when designing performance management process, since they are the future users of the system. Without proper consultation with key stakeholders, performance management process may not address all the needs of the business, and you risk losing time, resources, and buy-in implementing a system that no one wants or knows how to use.
v. **Lack of proper training and communication:** Without proper training and development, leaders and managers may not fully understand what performance management is and what is in it for them. In the implementation phase, it is crucial to have good, relevant communications to explain the benefits of performance management, and provide on-going training to help leaders and managers obtain the appropriate knowledge, behaviours, and skills to properly engage their teams in performance management activities.
vi. **Lack of appropriate recognition and rewards:** Rewards are extremely important in recognizing and promoting top performance, and to keep employees engaged, motivated, and inspired about their future with the organisation. An effective rewards and recognition program should have clear expectations and criteria around what types of behaviours and actions are rewarded to drive the organisation forward.
vii. **Lack of simplicity:** Whether currently having a performance management system in place or not, the process ultimately in implementation should be simple, easy to understand and use. Managers and employees should not have to spend hours to learn the new processes and tools, or to look for the performance-related information and forms they need.

LEADERSHIP AND SUCCESSION PLANNING: *Planning for the Next Generation*

The concept of succession planning has long been a subject of study in the private sector, but not in the public sector. Of some 130 studies of succession planning conducted between 1980 and 1993, only five involved the public sector. Nonetheless, succession planning is increasingly discussed in the public sector, and the dangers of not having adequate succession plans and mechanisms in place are becoming more obvious. Succession planning is the means by which an organization prepares for and replaces managers, executives and other key employees who leave their positions, and is critically important to the organization's continued and future success. It includes processes such as how the organization identifies and recruits' successors, how it manages transitions from one executive to another and how it develops successors. Succession planning can also involve identifying "high potential" employees and including them in special training and development for future management roles. The practice of succession planning is key to sustaining an organization's initiatives and performance and to ensuring it meets its mission even in the face of turnover.

Developing Succession Planning Programme

A basic process for developing a succession planning program includes these steps:

i. determine future human capital needs and challenges based on the organization's strategy;
ii. find out what is known and not known about the workforce;
iii. create a plan to fill in information gaps;
iv. develop a business case for why the program is important to the organization's future and the resources that will be needed;
v. obtain leadership buy-in and needed resources;
vi. define the process by which participants will be selected;
vii. define the training and development experiences that participants will have access to;
viii. communicate the program effectively;
ix. execute the plan; and
x. measure results and adjust the program as required.

The importance of legal review at each step cannot be overemphasized. In addition, outside expertise should be brought in whenever internal staff are outside their comfort zone. This can help ensure that the succession planning program meets an organization's needs and takes advantage of other employers' best practices. Regardless, it is critical that the organization own the program and manage the implementation to ensure long-term success.

Several common errors can derail the program. Mistakes to avoid include:

i. Making it an HR process. If it is perceived as an HR-only process and management does not buy in and participate, the program will fail.
ii. "Heir-apparent" syndrome. Falling into the replacement-planning mode and appointing de facto successors for positions that may become open will undermine the credibility of the program and may cause legal problems.
iii. Focusing too much on program participants. While it is important to ensure that the program has the appropriate resources and focus, don't forget about the rest of the organization that also needs development.
iv. Early or high-profile failures. If a program participant is involved in a high-profile failure or if the program rapidly receives negative feedback, it won't last long.
v. Lack of honest feedback. For the developmental aspects of the program to be effective, participants must get honest feedback about their areas for development.
vi. Poor management preparedness. Management must understand and support the program and give participants the time they need to take part in it.

Delegation and Feedback Mechanism

A manager alone cannot perform all the tasks assigned to him. In order to meet the targets, the manager should delegate authority. Delegation of Authority means division of authority and powers downwards to the subordinate. Delegation is about entrusting someone else to do parts of your job. Delegation of authority can be defined as subdivision and sub-allocation of powers to the subordinates in order to achieve effective results.

Authority always flows from top to bottom. It explains how a superior gets work done from his subordinate by clearly explaining what is expected of him and how he should go about it. Authority should be accompanied with an equal amount of responsibility. Delegating the authority to someone else doesn't imply escaping from accountability. Accountability still rest with the person having the utmost authority.

Elements of Delegation

Authority - in context of a business organization, authority can be defined as the power and right of a person to use and allocate the resources efficiently, to take decisions and to give orders so as to achieve the organizational objectives. Authority must be well- defined. All people who have the authority should know what the scope of their authority is and they shouldn't miss-utilize it.

Responsibility - is the duty of the person to complete the task assigned to him. A person who is given the responsibility should ensure that he accomplishes the tasks assigned to him. If the tasks for which he was held responsible are not completed, then he should not give explanations or excuses. Responsibility without adequate authority leads to discontent and dissatisfaction among the person. Responsibility flows from bottom to top.

Accountability - means giving explanations for any variance in the actual performance from the expectations set. Accountability cannot be delegated. For example, if 'A' is given a task with sufficient authority, and 'A' delegates this task to B and asks him to ensure that task is done well, responsibility rest with 'B', but accountability still rest with 'A'.

For achieving delegation, a manager has to work in a system and has to perform following steps:-

a) Assignment of tasks and duties
b) Granting of authority
c) Creating responsibility and accountability

Delegation of authority is the base of superior-subordinate relationship; it involves the following steps: **-**

Assignment of Duties - The delegator first tries to define the task and duties to the subordinate. He also has to define the result expected from the subordinates. Clarity of duty as well as result expected has to be the first step in delegation.

Granting of authority - Subdivision of authority takes place when a superior divide and shares his authority with the subordinate. It is for this reason; every subordinate should be given enough independence to carry the task given to him by his superiors. The managers at all levels delegate authority and power which is attached to their job positions. The subdivision of powers is very important to get effective results.

Creating Responsibility and Accountability - The delegation process does not end once powers are granted to the subordinates. They at the same time have to be obligatory towards the duties assigned to them. Responsibility is said to be the factor or obligation of an individual to carry out his duties in best of his ability as per the directions of superior. Responsibility is very important. Therefore, it is that which gives effectiveness to authority. At the same time, responsibility is absolute and cannot be shifted.

Difference Between Delegation and Authority

It is the legal right of a person or a superior to command his subordinates.	It is the obligation of subordinate to perform the work assigned to him.
Authority is attached to the position of a superior concern.	Responsibility arises out of superior-subordinate relationship in which subordinate agrees to carry out duty given to him.
Authority can be delegated by a superior to a subordinate	Responsibility cannot be shifted and is absolute
It flows from top to bottom.	It flows from bottom to top.

Delegation and feedback mechanism

Feedback is the key answer. It's information that provides insight into your behaviours and performance. And when feedback is constructive, it sheds light on how you are doing in relation to your goals, and what you can do to optimize your performance or develop your skills further. This is perhaps the most compelling reason why many organizations incorporate feedback into their processes.

As a manager, you will, at some point, need to provide feedback to your employees. However, you must also be willing to receive feedback from those you are delegating tasks to. This is the only way you can improve the delegation process, and in effect, your ability to lead. Therefore, this lesson will focus on how to implement feedback for being a more effective delegator.

CORE VALUES OF PUBLIC SERVICE

Core values is a broad phrase to describe the standards by which we characterize a person, profession, or organization. In order to achieve success at a personal and organizational level in the public sector, these values must be practiced daily.

To practice ***transparency*** in public administration is to ensure citizens have the availability of information which is deemed public. This should be an organizational goal and is to be considered when conducting all public business regardless of one's job title. If the goal of an organization is to serve the citizens to the best of their ability, then avoiding or failing to achieve transparency would cause significant damage to the relationship between them and the people they are aiming to serve.

Accountability is to adhere to a standard of professionalism in the workplace. Additionally, it means to understand that our professional activities are being funded by the citizens of this country. As such, public employees are held responsible by citizens for upholding the mission of their organization. Accountability is an important aspect of the functionality of any organization public or private. Essentially, it reminds individuals that while they are employed by a professional organization, they will be held liable for their actions.

Each public administrator is asked to adhere to a code of *ethics*. In order to function properly as an organization, the administrator must be held to a high degree of ethical standards. Specifically, ethics calls for administrators to display integrity, and be mindful of laws and regulations. Furthermore, this must be accomplished in order to successfully practice and promote transparency of government. Unfortunately, the importance of ethics in government is usually shown when public officials violate laws or regulations. Because of these instances, we are constantly reminded of the importance of ethics in public administration.

Professionalism: is an important core value when considering the prestigious nature of our positions in the field of public administration. Administrators are hired to be visionaries, in addition to being stewards of public funds and information. To be professional is to understand the importance of our jobs in the public sector, to have respect for ourselves and the organizations that we represent, and to act accordingly. Everyone is to deal with issues, whether positive or negative, in a mild and straightforward manner whenever possible. Without professionalism in public administration, the overall perception of our work and our organizations would undoubtedly falter.

Discipline: The civil servant must be well disciplined. Rules and regulations should be adhered to and the interests of the Service must be paramount. Senior officers should prescribe code of conduct which they themselves can and should comply with. Those who wish to lead other people should always remember that effective leadership involves exemplary character, hard work and integrity. Good conduct is one of the criteria for promotion. Junior officers should be familiar with Government Regulations and Rules regarding good conduct. They must learn to obey lawful orders and constituted authorities.

II. CONCLUSION

Performance management is aimed at improving an organisation's bottom line by stimulating employee performance. It also aligns workforce and individual goals with the wider organisational goals and mission. Bad performance management is costly and delivers very little value and can lower employee engagement level and harm organisational image and growth. The impact of effective performance management is significant when done right. Not only will it lead to the achievement of organisational goals on a consistent basis, it will also stop personnel losses and aid staff retention.Performance management practice should be viewed as a partnership. Individuals and managers (and other stakeholders) should initiate conversations about goals, problems, and accomplishments. They should solicit and provide feedback in ways that get both appreciation and useful critical observations. Because this shared responsibility breaks traditional command and control patterns, however, managers do have a special responsibility. They must set the climate and expectation for this kind of relationship.

Putting in place an effective performance management system takes more than procedure and practice, documentation, and internal communication. It takes strong commitment from all stakeholders, a robust but easy-to-use system to capture and monitor activity and sometimes, a shift in how Managers see their role. Getting Performance Management embedded within an organisation will bring uplift in performance, help to close skills gaps, enable career progression within the organisation and create a better engaged workforce that shapes the future oforganisations and the Public Service at large.

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