



# Candidate Resource and Assessment

## BSBHRM403A

# Support Performance Management Process



Whether as an individual, or as part of a group, real progress depends on entering whole-heartedly into the process and being motivated to make you a more deeply satisfied human being.

*Focusing on your training needs*



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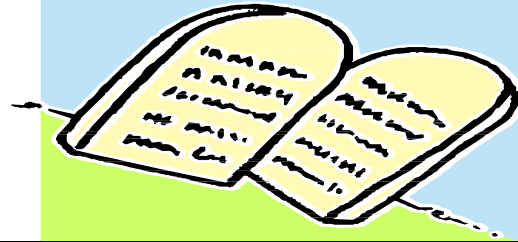
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**Eldridge Cleaver**

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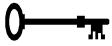
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## Focus on

### Your Area of Influence

Use considered risk taking in your 'grey' area

## And others will follow you!

<b>Legend</b>	This course is divided into several sections of learning. Each section begins with the title of the element of the unit being taught, a quotation and a graphic related to content across the top of the page.
	This symbol indicates the beginning of new content. The bold title matches the content of the competency and they will help you to find the section to reference for your assessment activities.
	<b>Activity:</b> Whenever you see this symbol, there is an activity to carry out which has been designed to help reinforce the learning about the topic and take some action.
	This symbol is used at the end of a section to indicate the summary key points of the previous section.

## Qualification Pathways



**A goal without a plan is just a wish.**

**Antoine de Saint-Exupery**

### Qualification Pathways

This unit of competency is provided to meet the requirements of BSB07 Business Services Training Package although can be used in a range of different qualifications. The BSB07 Business Services Training Package does not state how a qualification is to be achieved. Rather, Registered Training Organisations are required to use the qualification rules to ensure the needs of the learner and business customer are met. This is to be achieved through the development of effective learning programs delivered in an order that meets the stated needs of nominated candidates and business customers.

### Qualification Rules

Qualification requirements include core and elective units. Specific unit of competency requirements that are stated in the qualification description determines the unit mix. Registered Training Organisations then work with learners and business customers to select elective units relevant to the work outcome, local industry requirements and the qualification level.

All vocational education qualifications must lead to a work outcome. BSB07 Business Services Training Package qualifications allow for Registered Training Organisations (RTOs) to vary programmes to meet:

- Specific needs of a business or group of businesses.
- Skill needs of a locality or a particular industry application of business skills.
- Maximum employability of a group of students or an individual.

When packaging a qualification elective units are to be selected from an equivalent level qualification unless otherwise stated.

## **Introduction**



**"If learning comes through experience, it follows that the more one participates in guided experiences, the more one learns. Therefore venturing into uncharted waters - and experiencing the failures that may occur - is an important part of organisational learning."**

**Gould, DiBella, Nevis**

### **Introduction**

This unit of competency is about being able to assist in the effective implementation of a performance management system and to facilitate employee performance. It will help you with the skills you need to demonstrate competency for the unit BSBHRM403A Support Performance Management Process. This is one of the units that make up the Certificates in Business.

This manual is broken up into three sections. They are:

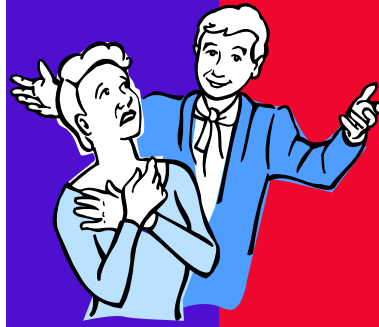
- 1. Review Performance Management Infrastructure**
- 2. Promote Performance Management System**
- 3. Collate Performance Management Data**

At the conclusion of this training you will be asked to complete an assessment pack for this unit of competency. The information contained in this resource will assist you to complete this task.

On competent completion of the assessment, you will have demonstrated your ability to assist in the effective implementation of a performance management system and to facilitate employee performance.

SAMPLE

**BSBHRM403A/01  
Review Performance  
Management Infrastructure**



**Most of the great triumphs and tragedies of history are caused not by people being fundamentally good or fundamentally evil, but by people being fundamentally people.**

**Terry Pratchett**



***Ensure that all positions have current position descriptions specifying key requirements of the role***

***Ensure that managers have provided reportees with performance indicators that are consistent with the position description requirements***

***Check that performance appraisal meetings are held in accordance with organisational timeframes, that correct documentation has been completed and that all necessary parties have recorded agreement***

***Check that appropriate organisational procedures have been followed for rewarding good performance***

***Check that appropriate organisational procedures have been followed for addressing under performance***

***Provide advice and support where there is dissention about performance appraisal outcomes***

### **What is Performance Management?**

Performance management is the process of creating a work environment or setting in which people are enabled to perform to the best of their abilities. Performance management is a whole work system that begins when a job is defined as needed. It ends when an employee leaves your organisation.

Many use the term "performance management" as a substitution for the traditional appraisal system. Rather, think of the term in this broader work system context.

A performance management system includes the following actions.

- Develop clear job descriptions.
- Select appropriate people with an appropriate selection process.
- Negotiate requirements and accomplishment-based performance standards, outcomes, and measures.
- Provide effective orientation, education, and training.
- Provide on-going coaching and feedback.
- Conduct quarterly performance development discussions.
- Design effective compensation and recognition systems that reward people for their contributions.
- Provide promotional/career development opportunities for staff.
- Assist with exit interviews to understand WHY valued employees leave the organisation.

Performance management is the process of assessing progress toward achieving predetermined goals. It involves building on that process, adding the relevant communication and action on the progress achieved against these predetermined goals. This in turn helps organisations achieve their strategic goals.

Rather than discarding the data accessibility previous systems fostered, performance management harnesses it to help ensure that an organisation's data works in service to organisational goals to provide information that is actually useful in achieving.

The main purpose of performance management is to link individual objectives and organisational objectives to encourage and assist individuals to recognise their importance to the organisation. This is done by developing the skills of people to achieve their capability to satisfy their ambitiousness and also increase profit of a firm.

Performance management is closely connected to performance measurement. They are sometimes mistaken for each other. Performance Management is the larger domain and should include Performance Measurement as a component.

### Examining the Current Systems

A formula for performance relating to organisational developmental (OD) would be:

#### Actual Results vs Desired Results

Therefore, any discrepancy, where *Actual* is less than *Desired*, would constitute the performance improvement zone.

Performance management and improvement can be thought of as a cycle:

1. *Performance planning* where goals and objectives are established.
2. *Performance coaching* where a manager intervenes to give feedback and adjust performance.
3. *Performance appraisal* where individual performance is formally documented and feedback delivered.

A performance problem is any gap between *Desired Results* and *Actual Results*. Performance improvement is any effort targeted at closing the gap between *Actual Results* and *Desired Results*.

## Infrastructure

Infrastructure is the underlying base or foundation especially for an organisation or system. In the case of performance management it includes the basic resources and systems used to discover and reduce the performance gaps.

To review the performance management infrastructure in your organisation, you need to understand the systems or how it works. This begins with the position descriptions for each and every employee.

## Position Descriptions

Position descriptions can also be called duty statements, job specifications or role statements. They are all statements which detail the characteristics and qualifications required by an employee to perform satisfactorily the defined duties and tasks of a specific job or function.

Position descriptions improve an organisation's ability to manage people and roles in the following ways:

- Clarifies employer expectations for employee.
- Provides basis of measuring job performance.
- Provides clear description of role for job candidates.
- Provides a structure and discipline for company to understand and structure all jobs and ensure necessary activities, duties and responsibilities are covered by one job or another.
- Provides continuity of role parameters irrespective of manager interpretation.
- Enables pay and grading systems to be structured fairly and logically.
- Prevents arbitrary interpretation of role content and limit by employee and employer and manager.
- Essential reference tool in issues of employee/employer dispute.
- Essential reference tool for discipline issues.
- Provides important reference points for training and development areas.
- Provides neutral and objective (as opposed to subjective or arbitrary) reference points for appraisals, performance reviews and counselling.
- Enables formulation of skill set and behaviour set requirements per role.
- Enables organisation to structure and manage roles in a uniform way, thus increasing efficiency and effectiveness of recruitment, training and development, organisational structure, work flow and activities, customer service, etc.
- Enables factual view (as opposed to instinctual) to be taken by employees and managers in career progression and succession planning.

Job descriptions are not operating manuals. Descriptions of duties concise and free of detailed operating or processing instructions should be in a separate document such as an operating manual. If necessary refer to other resources by using a phrase such as 'according to company procedures', or 'according to the operating manual/safety manual', etc.

**Ensure that the key requirements of the position and how they will be measured are clearly spelled out in the position description.**

## Responsibilities of Managers

Employee Performance Management is a process for establishing a shared workforce understanding about what is to be achieved at an organisation level. It is about aligning the organisational objectives with the employees' agreed measures, skills, competency requirements, development plans and the delivery of results. The emphasis is on improvement, learning and development in order to achieve the overall business strategy and to create a high performance workforce.

Front line managers are managers who are responsible for moving an employee or work group to a higher level of achievement. In many organisations front line managers now carry out activities which were traditionally within the remit of the Human Resource Department (HR) such as providing coaching and guidance, undertaking performance appraisals and dealing with discipline and grievances. In many cases they also carry out recruitment and selection in conjunction with HR.

The areas where front line managers make a significant difference to people management practices include:

- Performance appraisal.
- Training, coaching and guidance which is discussed in detail in Element 2.
- Employee engagement (involvement and communication).
- Openness – how easy is it for employees to discuss matters with their front line manager.
- Work-life balance.
- Recognition – the extent to which employees feel their contribution is recognised.

These are all areas where, although the process may be designed by HR, it cannot be delivered by HR. The front line manager role is crucial in a number of respects:

- In enabling the HR policies and practices, or bringing them to life.
- In acting upon advice or guidance from HR.
- In controlling the work flow by directing and guiding the work of others.

However, line managers often have conflicting priorities and role overload. All managers need time to carry out their people management activities.

Front line managers exercise a strong influence over the level of discretion that an individual has over how they do their job. Some managers can permit and encourage people to be responsible for their own jobs whereas others can stifle initiative through controlling or autocratic behaviour.

To encourage the kind of discretionary behaviour from employees associated with higher performance, front line managers need to:

- Build a good working relationship with their staff. They need to lead, listen, ask, communicate, be fair, respond to suggestions and deal with problems.
- Help and support employees to take more responsibility for how they do their jobs by coaching and guidance.
- Build effective teams.

**To achieve this, communication is the key. Employees must understand the expectations that the organisation has of them, whether they are being met and how they were measured.**

It is the responsibility of the front line manager to ensure that the employees have the information and feedback they need to be able to comply.

Timely feedback is important. Evaluating performance and giving feedback should be an ongoing process. A good manager must not wait for performance appraisal time to tackle it.

How often do you communicate to your team about their performance? Do you wait for performance appraisal time to address issues? If the answer is 'yes,' then you are far from being a smart manager (though not an uncommon one).

Evaluation time is often associated with negativity as managers confront their juniors on what the latter should not have done or have fallen short of achieving. A good manager must never wait for six months or a year to give feedback to his team members. Whether the feedback is negative or positive, it should be on an ongoing basis. It is a skill that they have to master with a lot of caution.

Performance appraisals should not spring any surprises apart from the happy news of a good raise. Feedback should be given all the time - in the context of the organisational objectives - throughout the year. These could be in planned sessions of at least 3 - 4 feedback sessions (around the person's growth) per year. Employee appraisals are HR tools and the cycle for both should be separate.

It is important to understand the purpose of the feedback process. Feedback is a part of the cyclic process towards improvement. Hence, there is probably no 'right time' as against the 'wrong time,' if the feedback is geared towards improvements. If the feedback intends to be judgmental then it needs to be timed. Positive feedback perhaps has no 'proper' time; it is human nature to be happy hearing praise or encouragement, hence such feedback should only motivate.

Prudent management practice distinguishes between those issues which are tied to strategic performance and those which are rather tactical and of everyday nature. Those which are important for performance evaluation must be highlighted at the performance appraisal. However, routine or everyday observations and operational feedback must be given continuously. It is important to apply adequate discretion in raising issues.

Caution is the key. It is not a good idea to give feedback too often over trivia as this gives the employee a feeling of being watched. Feedback should never be given in the middle of a crisis. It should always be done when pressures are relatively less.

Delayed feedback is unpardonable. Every individual works for the benefit of the organisation. The manager shouldn't wait till the end to declare that the employee was doing the right thing or not. He should spontaneously and constructively keep track of the developments to ensure that he doesn't miss the boat along with his staff.

Managers often dread and struggle with the performance appraisal process - sometimes over how to communicate, sometimes trying to understand the effect of the feedback they are providing. It is a skill a manager has to have to ensure that their appraisal style and wording of different pieces of performance feedback result in a constructive open discussion that helps avoid any pitfalls in the appraisal process.

Whether feedback is negative or positive, it should never be provided late. Delayed negative feedback becomes meaningless as by then many more mistakes will have been committed by the employee. Positive feedback, if delayed, is a lost opportunity to build morale as the impact is best when immediate. It is sometimes prudent to hold off negative feelings to cool off a crisis.

Managers often delay criticism for fear of confrontation. Most experts will agree that the delivery of negative feedback is an art. "It must be given in the context of the effect of the negative work. For example, if a person comes late for meetings, it must be explained to the person that this is wasting the time of others and hence it is unfair to them; this approach is preferable to harping on organisational values.

Empathy towards employees is the key. Many managers treat their team members as 'juniors,' and act that way. This prevents bonding and creates distrust, which is typical of many older organisations."

Great communication skills are necessary if the feedback happens to be negative. If you have a culture of communicating with subordinates, or if it comes from their peers (like in 360 degree appraisals), the impact is effective.

One of the best ways is to gather and analyse all the relevant data and be unbiased towards any individual while giving negative feedback. Any negative feedback should not be based on 'opinions' or 'views' as every human being is different.

If the objective-setting is not accurate, it can result in skewed results and a negative environment. But if it is implemented with the right spirit, it can result in an environment that recognises and rewards potential while eliminating non-performance.

Every organisation has it...hard-to-measure work. It may be the intangible "employee morale", or an "elegant" engineering design, or an "innovative" marketing plan. But just because it's hard-to-measure doesn't mean it can't be measured.

## Measuring Performance

### Resistance to Measurement

One reason measurement is hard is because there can be resistance to measurement in the first place. The most common sources of resistance include:

- *"My job is creative"* (and therefore can't be measured).
- *"I don't make standard widgets"* (so I can't be measured).
- *"I'm a professional"* (so I can't be measured).
- *"I don't want to be measured"* (because if you could measure my performance you'd realise I haven't been doing my job very well lately, and I may have to change, and I don't want to...)

If resistance isn't a problem, measurement may be hard because you don't know where to start.

Start with your organisation's goals and your customers' needs, followed very quickly by a definition of the value-added results you need to produce to support these goals and meet these needs.

If there are no clear organisational goals, then you stick with the customers of the position/department/function/division. If there aren't any customers either, than you'll have to think long and hard about why you're measuring in the first place.

If you know where to start, the next sticking point tends to be trying to measure only using numbers. The underlying assumption seems to be that quantified measures are inherently more objective, and thus better, than any other kind of measure. This kind of thinking is limiting and can result in measuring what is easily quantifiable but not what is most important.

For example a report could be measured by it's size, weight, number of pages or even number of words. But in most cases, none of these easily measured aspects are as important as the "usefulness" or "clarity" of the report.

Where numbers don't make sense you could use "descriptive measures." Descriptive measures include two components, a judge and a list of factors.

In the case of a "useful report", the judge may be the person who requested the report or the person who needs to make a decision based on the report's contents. The list of factors important to these two judges might be things like:

- Adequate information for making a decision
- Justification supporting any conclusions
- Completeness
- Relevance to the original question the report was to address.

### Quantifiable vs Verifiable

A problem related to using only numbers is the **assumption** that **quantification is the only objective** way to measure, and **objective is always better than subjective**.

As mentioned earlier, the easy to quantify may not be the best measure. But how do you "measure" something like "adequate information" in an objective manner?

First, give up on trying to be objective. A more useful construct is "**verifiability**", for two reasons. First, as soon as you set a goal even the most objective measure becomes subjective. For example, a goal of 10% profit is a subjective judgement. Why not 20% or even 80% profit (especially if you're in the software business). Why not 2% or 3% (if you're in the grocery business?) The goal is subjective because it is set by a human being, even if it is based on relatively objective numbers.

Second, by shooting for "verifiability" you leave the door open to measurement techniques other than using numbers. It's easy to verify that you've met a goal or not if you're using numbers. By creating verifiable measures, you can tell if a goal has been met or not without numbers.

For instance, adequate information for a decision may include:

- List of the options considered.
- List of pros and cons for each option.
- Values important to making the decision.
- Relative importance of each value.
- A recommended decision with reasons for the recommendation.

You can tell if the report contains "adequate information" by answering yes or no to the presence of each of the above verifiable factors.

Verifiable measures give you a way to measure those aspects of performance for which numbers do not work well.

**It is the job of their manager to ensure that they have it all!**

### **Rewarding Superior Performance**

Rewarding and recognising employees is a ticklish business. It can motivate people to explore more effective ways to do their jobs - or it can utterly discourage such efforts.

Establish a clear link between what people are rewarded for and the organisation's priorities. Does everyone see and understand the relationship between their improvements and financial rewards? Too many profit-sharing plans, for example, are disconnected from daily work. The effect of cost control or customer satisfaction efforts on the bottom line is so fuzzy that it's meaningless.

Be careful when offering money or recognition for employee suggestions. This can lead to conflict rather than cooperation. Individuals and groups often end up jealously protecting their ideas or arguing about the source of ideas. Suggestion systems also separate idea generation from implementation. Effectiveness is a function of how strongly ideas or strategies are accepted and then implemented by the people who can make them work.

Suggestion systems work best in traditional "command and control" or paternalistic organisations. Workers come up with ideas and managers decide which ones get implemented. In a highly involved organisation, teams generate and test ideas as part of a bigger focus on improving their own key processes.

Involve team members, individuals or managers in developing their own incentive and reward systems. Those plans with the highest levels of effectiveness also have the highest levels of employee involvement in design.

Involvement can be achieved through opinion surveys, focus groups, teams that study and recommend, or teams that design and implement the rewards. The best organisations always use combinations of these approaches.

Despite mountains of evidence to the contrary, many managers believe money is more rewarding than recognition and appreciation. You should balance your incentive plans and reward systems with generous amounts of "thanks pay." And make sure managers have the skills to show recognition when people are doing good work. They often find it awkward to express appreciation.

Reward systems and recognition practices speak volumes about your organisation's values. Are they designed and delivered to employees - or with them? Do they reflect a management view of "we know what's best for you?" Are they partial and piecemeal or part of a larger system and philosophy?

You should ask if financial incentives seek to penalise people and have them "share the pain," or look for ways to make people feel like winners. Are people given paternalistic pats on the head or treated as equal adults?

Like customer service and quality, reward and recognition are highly subjective. Just as they monitor the changing needs of customers, effective leaders constantly try to understand the shifting perceptions and values of everyone in their organisation.

Today's incentive strategies offer a great deal more flexibility in bonus structures, benefits and working schedules. They are designed to benefit both employees and the corporate bottom line.

Performance-linked rewards help focus employees on key corporate objectives. Project-based compensation motivates workers to attain particular goals. The success of the group or the individual translates into success for the company. The base salary/hefty bonus formula also allows employers to better control costs.

A company's corporate culture can either inspire or de-motivate employees. Soft initiatives such as flexible working hours, time off, or enhanced training opportunities all work to make an employee feel valued.

The non-cash component, such as more recognition programs, can be just as important. Companies need to have a broader strategy that supports the cultural needs of their employees. Opportunities for part-time employment, continuing education or lateral moves within a company offer employees the freedom to make changes and to learn new skills. People with big commutes are looking for flexible working hours and the opportunity to telecommute from home a few days a week.

In addition to the work/life balance demands by more and more employees, is the importance of job satisfaction. Employees want to feel that their work and contributions are of value to the company. While monetary rewards are certainly effective, for many, employee empowerment is the greatest motivator of all. Employees are looking at the intangible features of a company such as the opportunity for decision-making and implementing change. At the management level and beyond, people are saying, "I want to have an impact. I want to be an important contributor to the team."

Some other ideas for rewarding excellent performance include:

- Additional superannuation
- Bonuses
- Incentives
- Innovative motor vehicle and other salary packaging opportunities
- Non-monetary rewards such as conference, training, purchase of special equipment
- Salary increases.

It is acknowledged that appropriate reward can motivate employees. You need to know the systems and expectations of your organisation in relation their incentives.

### **Addressing Dissention**

When staff appraisals are all completed, occasionally you may encounter dissention from one or even more of those appraised. There can be many reasons why someone would be unhappy with the outcomes of their performance appraisal.

Most organisations strive to achieve and maintain workplaces which foster productive and harmonious working environments and where work related concerns or grievances are managed promptly, impartially and justly.

To effectively deal with work-related concerns or grievances, an organisation needs to develop and implement a policy based on the following principles:

- Staff are consulted in the development of the organisational policy and procedure;
- Fair, impartial, just and confidential handling of concerns and grievances;
- Action is taken promptly within agreed timeframes and procedures;
- Parties are protected from victimisation; and
- The system provides employees with a choice of procedures. For example resolution at the workplace level through an informal procedure or a formal procedure.

### **What is a Grievance?**

A grievance is a clear statement by an employee of a work-related problem, concern or complaint, including those involving:

- The interpretation and application of people management policies. This includes allocation of work, job design, performance management;
- A workplace communication or interpersonal conflict;
- An occupational health and safety issue;
- An allegation of discrimination within the meaning of the Anti-Discrimination Act, including harassment; or
- A question, dispute or difficulty concerning the interpretation, application, or operation of an award/enterprise agreement or other agreement.

We are looking at the management and consequences of grievances relating to performance management.

## Impact of Grievances

Employee work-related concerns and grievances which are not promptly and effectively resolved can lead to:

- Lost productivity;
- Lower quality work, products and customer services;
- Distraction from corporate goals;
- Loss of confidence and communication between employees, managers and supervisors;
- Low morale and job satisfaction which can lead to industrial problems, increased absenteeism and increased staff turnover;
- Loss of reputation as an employer;
- Loss of reputation to the employee;
- Lost working time of everyone involved in dealing with a complaint; and
- The potential for legal action and damages.

Managers and supervisors should be the first point of contact for employee grievances and should be accountable for:

- Encouraging employees to understand the employer's procedures for resolving work-related concerns and grievances;
- Providing timely and confidential assistance to employees, including:
  - Advice on available options,
  - Advice on further action if a local resolution is not achieved,
  - Follow-up and monitoring when issues have been resolved,
  - Ensuring the parties are not victimised, and
  - Keeping records in accordance with organisational procedures.

Consultation is important in developing a system to manage employee work-related concerns and grievances. It can help to gain employee commitment, and assists in tailoring the system and procedures to the employer's and employees' needs.

Within the organisation the executive should receive regular reports on:

- The issues being raised and the location within the organisation of any emerging issue; and
- The effectiveness and timeliness of the resolution of grievances.

Organisations must ensure open and fair access to the procedures. Employees should be encouraged to understand and use the procedures.

The following suggestions for communicating the policy within organisations have proven to be useful:

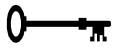
- Publicity materials - brochures, posters, stickers, and organisation-specific video or audio tapes to provide information to people in remote locations;
- The integration of the topic of dealing with complaints and grievances into existing training;
- Training or information sessions specifically about the policy and procedures;
- Discussion of the policy and procedures at staff meetings;
- Articles published in organisation newsletters;
- Reminders attached to pay advice slips;
- In response to the diversity of the workforce:
  - The publication of material in community languages;
  - The development of audio tapes for people with visual impairment; and
  - The use of language interpreters and sign language interpreters for people with hearing impairments.



**Activity One – Political Qualification**

This activity will enhance your appreciation of the fundamental issues of competence and job profiling necessary for determining suitability, training and qualifications in a job description.

SAMPLE



### Key Points Section 1

- Performance management is the process of assessing progress toward achieving predetermined goals.
- Position descriptions are statements which detail the characteristics and qualifications required by an employee to perform satisfactorily the defined duties and tasks of a specific job or function.
- Employee Performance Management is a process for establishing a shared workforce understanding about what is to be achieved at an organisation level.
- Front line managers exercise a strong influence over the level of discretion that an individual has over how they do their job.
- Employees must understand the expectations that the organisation has of them, whether they are being met and how they were measured.
- Establish a clear link between what people are rewarded for and the organisation's priorities.
- A grievance is a clear statement by an employee of a work-related problem, concern or complaint.
- Managers and supervisors should be the first point of contact for employee grievances and should encourage employees to understand the employer's procedures for resolving work-related concerns and grievances, provide timely and confidential assistance to employees, including advice on available options,



## Section 1 - 'True' or 'False' Quiz



<b>T</b>	<b>F</b>	Infrastructure is the review system for an organisation.
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<b>T</b>	<b>F</b>	A grievance is a clear statement by an employee of a work-related problem, concern or complaint.
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<b>T</b>	<b>F</b>	The main purpose of performance management is to link individual objectives and organisational objectives to encourage and assist individuals to recognise their importance to the organisation.
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<b>T</b>	<b>F</b>	A performance problem is any gap between Desired Results and Actual Results.
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<b>T</b>	<b>F</b>	One reason measurement is easy is because there is never resistance in the first place.
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<b>T</b>	<b>F</b>	Position descriptions describe the detail in job performance.
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<b>T</b>	<b>F</b>	Timely feedback is unimportant.
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<b>T</b>	<b>F</b>	Performance improvement is any effort targeted at closing the gap between Actual Results and Desired Results.
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<b>T</b>	<b>F</b>	Great communication skills are necessary if the feedback happens to be negative.
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<b>T</b>	<b>F</b>	Rewarding and recognising employees can motivate people to explore more effective ways to do their jobs - or it can utterly discourage such efforts.
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