



It's not Magic it's just "SMART".

During April 2005, Team Based Performance Management (TBPM) was introduced to SOS Kilkenny. The programme objective is to assist the organisation to develop goals and objectives so we can evaluate our performance on an annual basis.

Who's involved?

The concept stems from the HSE who wish to implement this programme throughout the entire health service. The Management team of SOS decided to volunteer us to be one of the 50 or so pilot organisations across Ireland. In turn, Liam Quinn, the co coordinator for this programme with the management team decided to implement to half of the organisation immediately and complete the rollout to everyone else in late 2005.

Those involved at present are the following areas:

1. Person Centred Planning
2. Castlecomer Service
3. Residential Homes, "Sycamores"
4. Sports and Recreation
5. Canteen
6. Occupational Workshops
7. Finance

All employees participating in this pilot will be extended the opportunity to give their input to the programme as it develops before complete implementation to all staff in SOS Kilkenny from January 2006.

How was it introduced?

The programme was introduced to all participating staff members during April 2005, when 44 participants attended a workshop on site presented by HOSCA a consulting firm from Dublin who has extensive experience in performance management in the private and public sectors. The sessions were lead by Ed McConville, of HOSCA who, stated TBPM is not necessarily something new, but is a more refined approach to the current way of completing work tasks.

What does it involve?

He explained that each team sets their own goals, which are agreed with their managers. These goals represent what they prioritise as important. These goals and objectives reflect their current jobs, with the additional element of placing quantifiable measures on their tasks. The purpose of



this is to ensure that during the annual review period, each team can evaluate their own performance, by writing goals in a particular format called SMART. This will lead to a sense of achievement and recognition for the team in completing such objectives. For those that are not achieved the teams will consider what needs to be done so it can be achieved in the future.

In essence it is about capturing all your achievements and trying to repeat them. Its focus is on results and achievement and recognition and receiving regular feedback from your team members, and managers.

What is a SMART Goal?

The programme is a more organised way of working, by setting clear goals and measurements to a level of success that is defined by the team that is linked to the overall SOS plan in a realistic timeframe or in a SMART format. SMART meaning Specific, Measurable, Achievable, Relevant and Time bound

When do I get involved?

If you are not part of the initial pilot group as mentioned above you will be invited to attend the TBPM workshop in late autumn 2005, in preparation for implementation for 2006. If you are a member of the teams above you should now be actively involved.

Who are the team leaders?

This group are not functional line managers; in fact the majority were not line managers, but rather regular front line team members who the Senior Management team felt had the interest and capability to undertake this additional role within SOS Kilkenny. They were all volunteered for this role which they accepted to support their teams in this process. They will support the team in setting objectives, and developing measurements, monitor achievements and chair review meetings. They are facilitators of the programme and regular line management responsibilities remain with functional managers.

Does it involve a lot of paperwork?

No, each set of annual goals are captured on 2 pages and these documents are reviewed up to 4 times per year.

Where will we get the time for this?

With more conscious planning and involvement by those relevant to each goal, the implementation of our work should be smoother, so what you invest in planning you gain as you undertake your work. This programme



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should not be another role in our busy schedule. Initially of course it will take some time to rollout and become familiar with the concept. After that it should become integrated into our regular roles.

Who do I contact if I have any questions?

You can contact Colm J Hyland at Hosca Management Consultants.