



Governor's Sterling Award & Sustained Best Practices

Title of Best Practice: Integrated Individual Performance Objective (IPO) Process

Description of Best Practice: (Please provide a one to two paragraph description of best practice)

The organization ensures capability through continuous staff development via training and IPO completion.

It monitors progress against its objectives, and makes changes to action plans when needed through the Mid-term Plan (MTP), Annual Operating Plan, critical initiatives, and departmental goals that are then cascaded through the organization via the IPO setting process and the Halogen Performance Management system. Each colleague meets with their respective manager at mid-year and again at year-end to assess progress against their individual IPO's, which are updated as business conditions change.

All colleagues, including leaders, are developed to achieve high performance using the Noven University Learning Management System and the Halogen Performance Management System. The organization also provides extensive instructor led training and has Career Path Processes with guides for management at director-level and above to participate in individual development plans that target key leadership competencies and Company values. Colleagues in leadership positions are afforded management training courses and coaching. Training is delivered through Noven University (e-learning) and instructor led formats using interactive programs that combine 360 degree assessments for selected leaders, situational case studies, peer feedback, role-play and alignment with the organization's core business objectives. The Training Program includes various levels of training focused on the areas specific to departments within organization and competencies and includes leadership development. Biennial reviews are performed on all training curriculums to confirm training requirements. Six Sigma training was formerly provided by a consultant and is now performed internally allowing growth to 120 certified Six Sigma colleagues. Career Path Process Maps and Guides are intended to have expanded availability to more support and professional staff in 2014, rather than remaining limited to leadership. Another goal is to extend the development plans to all management level colleagues.

Results: (What key results have been achieved as a result of best practice?)

Goals are tied to business objectives which reinforces that all employees are focused on the needs of the business. Business and individual performance objectives are met ongoing and annually, supported by trend lines which speak to both organizational and individual achievement. As part of a philosophy of continuous feedback and improvement, Noven also offers several opportunities, verbally and in writing, for constructive feedback between the manager and employee within the performance management cycle at regular intervals which enhances the culture of communication and collaboration. Where applicable, managers provide feedback based not only on their own observations and perspective, but on those of internal and external business customers.

Application: (How could this best practice be replicated in other organizations?)

First, establish that other organizations set yearly business objectives that can be cascaded through its departments. Next, ensure that the tone from the top of the organization supports the alignment of business and individual objectives to achieve mutual results. Next, create a systematized approach to manage workflow to ensure consistent and timely completion with limited administration. Finally, create and support a culture of on-going candid communication regarding business and individual performance and development and ensure that steps are taken to grow or modify talent based on business and individual results.