The IPM Performance Framework

Five stages of performance management, run as a cycle through the year, set inside the culture that decides whether any of it works. From the Institute for Performance Management.

Stage	What happens	The question it answers
1. Align	Each role's measures are linked to the organisation's strategy and objectives.	Why does this work matter?
2. Agree	Manager and employee set objectives that can be assessed: what, the measure, by when.	What does good look like?
3. Evidence	Progress and examples are recorded through the year, as they happen, by both people.	How do we know?
4. Review	The appraisal conversation: results rated against the agreed measures, with self and 360 input where useful.	How did it go, and why?
5. Develop	A development plan for growth, or an improvement plan where there is a gap, built with the person.	What happens next?

The ground it stands on: culture. The same five stages produce engagement in one organisation and box-ticking in another. Feedback that is ordinary rather than annual is what keeps the cycle real.

How often: stages 3 and 5 run continuously. Stages 1, 2 and 4 run at least once a year, and quarterly in organisations whose priorities move faster than an annual cycle.

Read more: certifiedperformance.org/performance-management-framework. The framework follows the syllabus of the Certificate in Performance Management.