

# THE JANUS PERFORMANCE MANAGEMENT SYSTEM



**EVERYTHING YOU NEED TO  
MAKE THE APPRAISAL PROCESS  
THE MOST POSITIVE  
EXPERIENCE POSSIBLE**

The Janus Performance Management System is a fully integrated suite of materials (both paper-based and electronic with software and Internet base) to help individuals, teams and whole organizations to set effective performance goals, build competency standards and then conduct an effective appraisal.

# The Janus On-line System

The Janus system can be purchased entirely as a paper-based documentation set, but there are two distinct advantages of purchasing the full on-line web-based Janus system. Firstly, the entire documentation set is available on-line to read or print as often as you like in sections or as an entire set. Secondly, the full competency-based Janus assessment system is made available for use on-line.



## THE JANUS ELECTRONIC DOCUMENTATION WEB-SITE

The on-line Janus web-site contains not only all the paper-based documentation that is available but allows individuals to print as few or as many pages as they need at call (in either HTML or as an Adobe Acrobat PDF file). In addition, the site contains a large range of articles on the whole subject of performance management (new articles being posted to the site every three months). The site also has a full search engine to help individuals to find the precise information that they need as quickly as possible.

## THE JANUS ON-LINE ASSESSMENT SYSTEM

As part of the large [www.profiles-r-us.com](http://www.profiles-r-us.com) web-based organizational development assessment center, Janus provides a full, open architecture and customizable assessment process. This allows the organization to generate tailored questionnaires for each appraisee. Individuals can select the competencies that are most appropriate (from a library of 36) to build their tailored questionnaire and then generate a self report. They can also generate a 180 degree report (for themselves and their manager) or a full 360 degree feedback report (including up to ten raters of their choosing). The system generates an extensive output report (often running to over 30 pages) including statistical summaries, interpretation notes, free form comments and extensive coaching tips to help in personal action planning.



The on-line Janus assessment system can only be used when an organization purchases a license to use the system. However, once this is done, the entire documentation set is made available to all employees at **NO EXTRA CHARGE**. In other words, all the support development modules, checklists, tips, forms, templates and extensive range of background articles are made available to all individuals (to be printed as often as they like) for **FREE** when a license has been purchased. Phone us for details of the cost of licensing for your enterprise.

# Resource Guide Binders



The first binder in the Janus Performance Management System provides a navigational guide to the whole process (in words and diagrammatically). This guide also explains how the Janus Performance Management System can be tailored to match individual needs in developing the competencies that are most relevant to a particular role (generating a full assessment questionnaire as well as forms and discussion guideline booklets to utilize).

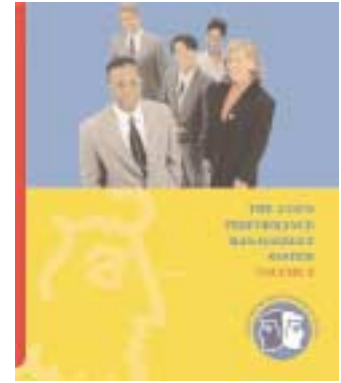
As with any good appraisal system, there are a number of components that need to be in place in order for people to feel positive about the experience. As such, during the course of an appraisal review cycle, supervisors and managers need to ensure that individuals are guided to achieve the best possible results.

Getting the best results involves well-developed skills in the area of goal setting, coaching, as well as feedback giving and receiving. This manual provides a range of support materials to help perform this often difficult task with a high level of expertise.



Performance management systems should help individuals to achieve specific objectives and to help them to develop their skills and abilities at a personal and/or professional level. The second goal involves not only short term but long term development over the whole career that an individual would like to have or one that is seen to be possible by an organization.

The second binder in the Janus system provides a comprehensive, step-by-step 'end of cycle' appraisal discussion planning system, to manage this process well. In addition, an effective performance management system inevitably asks appraisers and appraisees to complete a range of standard forms and templates in order to record review discussions and to note specific future action plans. Janus provides a suite of goal setting and appraisal forms and templates to help this action planning process (which can be freely copied). It also helps to ensure that all documents are written in plain language, are complete and easy to use.



The third binder in the Janus system provides an explanation of the competency-based system that underpins the whole process. It also helps to ensure that individuals and teams have clear standards of expected performance to which they can aspire.

The Janus performance management system is designed around a core set of 36 competencies that apply to a greater or lesser extent to all job roles. Managers and individuals select as few as three and as many as up to ten of these competencies in relation to a particular job role. This then operates as a personalized performance management system and electronic questionnaire that is used at the core of the process.

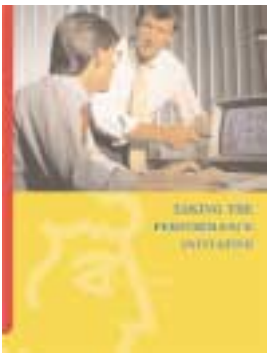
This binder provides an explanation of all 36 competencies, and includes all 216 coaching tips (six questions per competency). This therefore provides a rich reference resource to which managers and individuals can refer as often as they like.



**The Janus system provides five 4-page templates or forms for individuals to use throughout the entire appraisal process**

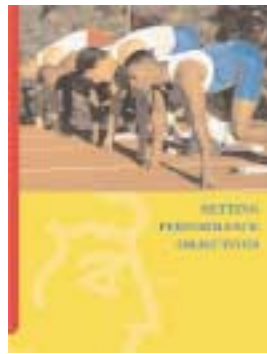
# Resource Booklets

**A**lthough the binders provide a loose-leaf version of all the material that managers or individuals need as a reference set, the Janus system also provides an entire set of standalone booklets that cover each module within the process. Each of these booklets averages 36 pages of clear and concise information on the topic covered, including a range of practical how-to advice for individuals to digest and act upon. These booklets are excellent handouts for managers and supervisors to retain and to refer to as and when they need them. Alternatively, they can be given to all individuals in the appraisal process as part of a formal or informal training or awareness-raising exercise. The booklets help to ensure that the entire performance management experience is as positive as possible for everyone involved.



## Taking the Performance Initiative

Performance management means more than assessing an employee's performance at regular intervals. It unites a number of related tasks; monitoring, coaching, giving feedback, gathering information and assessing an employee's work. It accomplishes those tasks in the context of objectives – the immediate objectives of the department and the overall goals of the organization. And it carries them out systematically, throughout the year.



## Setting Performance Objectives

Performance objectives (or what can often be called goals or accountabilities) provide both the appraiser and the appraisee with the criteria needed to objectively discuss, monitor and evaluate performance. Since employees' objectives tie to the objectives of the organizational unit of the department and of the company, Performance Objectives are the cornerstone of effective performance management.



## Giving & Receiving Performance Feedback

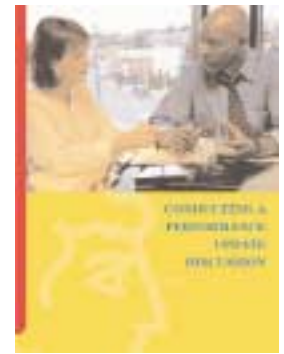
Giving and receiving performance feedback is one of the hardest skills to master for any individual. Nonetheless, it is a critical skill in making sure that the whole performance management experience is both a positive and constructive one for the employee and ultimately valuable for the entire enterprise. This module helps to guide people through this process.



## Coaching for Performance Excellence

Coaching is not a specialist occupation for the very few, but a basic way of operating for everyone trying to get the best out of people around them and get people in general to be their best.

This module provides a step-by-step practical guide to the coaching process. It also shows how coaching can make a significant contribution to the success of the performance management process as a whole.



## Conducting a Performance Update Discussion

The performance update discussion is an excellent formal and scheduled vehicle to systematically build a culture where all individuals have a genuine ownership of results. It is also a process through which objective, candid, specific, and timely performance feedback via coaching can become the norm.

## FEATURES & BENEFITS OF THE JANUS SYSTEM

The Janus Performance Management System is a comprehensive and integrated performance management package that includes the following features and benefits:

- A structured goal setting module
- A full suite of coaching and feedback materials
- A wide array of appraisal action templates and forms
- A full career planning and development module
- A guide to handling unacceptable performance
- A full color set of generic appraisal preparation and discussion guidance forms
- 36 comprehensive core competency descriptions
- A full suite of coaching tips (216 pages)
- An extensive suite of completed model performance evaluations for a wide range of different job roles
- A full self, 180 degree, 360 degree Internet and software-based appraisal system with full and detailed output reporting capability
- A full and automatically generated set of interview, coaching and discussion guide notes and templates
- A freely accessible web-site containing all materials (and over 90 articles on performance management)

# Resource Booklets

**CUSTOMIZATION:** The Janus Performance Management System is designed to help managers and appraisees in organizations of all types and sizes (and whether or not an existing performance management system is in place). If an appraisal process or system does exist, Janus acts as an excellent support process without competing with any internal processes that are already working well. Of course, sometimes some aspects of the Janus system may need to be customized or tailored (from the addition of corporate logos and branding to the addition of whole new modules). This customization process is easily done on binders, booklets, forms and templates as well as on the Internet-based system. **Just contact us for more details on how and where this can be done.**



## Handling Unacceptable Performance

Taking corrective action does not mean punishing an employee. The purpose of taking corrective action is to get the individual back on track, and to improve, not to make them feel bad or to punish them. Taking corrective action is therefore an integral part of the on-going Performance Management process, with the genuine hope and intention that most people will get quickly back on track and even become "high performing" again.



## Preparing for Annual Performance Appraisal Discussions

Although the process applies to each appraisee and their manager at an individual level, in reality the end of cycle performance appraisal discussion is an evaluation of the whole performance management process. It reviews whether it has worked or delivered positive results (individually and collectively). It therefore needs to be extremely well planned as an event and should be designed to flow as smoothly as possible.



## Career Planning & Developing Future Performance

Effective people planning and development is a fundamental part of best practice organizations, culture and practice. The assessment and development of people is one of the most important responsibilities of each manager. A systematic career planning and development system therefore ensures that the organization makes the best use of its most valuable resource – its people.



## Performance Action Planning

At the beginning and throughout the appraisal cycle, action plans provide a method for identifying who needs to do what, by when, and in what order to accomplish a Performance Objective or to develop a Competency. This module helps people to develop action plans and outline and sequence the steps and the resources (people, money, time, equipment) needed to achieve a particular result.



## Performance Competencies

Competencies underpin the entire performance management process. It is therefore extremely important to make sure that managers and individuals at all levels have a full appreciation about what competencies are and their importance in organizational life. This module explains why competencies are important and how they can be utilized appropriately.

## INTEGRATING THE PAPER-BASED & ON-LINE SYSTEM

Although the Janus Performance Management System provides an impressive and extensive suite of paper-based documents, one of the most useful features of the system is that it is also available on the Internet via a web browser (as is explored more extensively overleaf). This allows many individuals to access the system from many different locations (or even from home where necessary).

### Why our system is called JANUS

Our performance system is named after Janus, the Roman God of gateways. Janus always looks backwards (at the past) and forward (to the future). A good appraisal process will also review the past (the previous year) and the future (what is to be achieved in the year to come).



# Order Form

The Janus Performance Management System can be purchased in two formats – the paper resource system (either in its entirety or individual component parts) or the on-line web-based system. Prices for both parts of the system are set out below.

	PRICE (ex tax)	QTY	TOTAL
<b>The paper resource system</b>			
1. Entire suite of material (3 x 3-ring binders, 10 x booklets, 1 x competency booklet and set of 5 appraisal forms) .....	\$995.00	_____	_____
2. 3-ring binder set only (3 volumes).....	\$895.00	_____	_____
3. Binder 1 (before the appraisal discussion).....	\$395.00	_____	_____
4. Binder 2 (the end of cycle appraisal discussion).....	\$395.00	_____	_____
5. Binder 3 (the performance competency reference set).....	\$395.00	_____	_____
6. Performance resource booklets (all 10 booklets) .....	\$125.00	_____	_____
7. <b>Performance resource booklets</b>			
– Taking the performance initiative .....	\$15.00	_____	_____
– Setting performance goals and objectives.....	\$15.00	_____	_____
– Giving and receiving performance feedback.....	\$15.00	_____	_____
– Coaching for performance excellence.....	\$15.00	_____	_____
– Conducting a performance update discussion.....	\$15.00	_____	_____
– Handling unacceptable performance .....	\$15.00	_____	_____
– Preparing for an end of cycle performance discussion .....	\$15.00	_____	_____
– Career planning and developing future performance .....	\$15.00	_____	_____
– Performance action planning .....	\$15.00	_____	_____
– Performance competencies .....	\$15.00	_____	_____
8. Complete set of appraisal forms (5) (in 5-pack) .....	\$50.00	_____	_____
<b>Postage &amp; packing @ 5% of order value (\$7.50 minimum)</b>			_____
<b>TOTAL</b>			_____

## The on-line system

1. Self-assessment questionnaire .....	\$15.00	_____	_____
2. 180 degree assessment (manager & appraisee).....	\$30.00	_____	_____
3. 360 degree assessment (manager, appraisee & up to 10 raters).....	\$75.00	_____	_____

Please call for full license options

**FREE BOOKLET:** The Janus Performance Management System is based on a comprehensive library of 36 competencies. This 12 page booklet describes each of these 36 competencies in detail and provides space for every individual to select those competencies that are most appropriate to their own job role. Write to us or send us a fax at the address below and we will send you this booklet entirely **FREE OF CHARGE**. Alternatively, register at the [www.profiles-r-us.com](http://www.profiles-r-us.com) web-site.



## HOW TO CONTACT US...

Call us, e-mail us (at [webmaster@profiles-r-us.com](mailto:webmaster@profiles-r-us.com)) or write to us at the address below or use the web site to order.

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