



Rate the following statements and then select those issues for action planning purposes.

**Consistently characteristic:** the statement is consistently characteristic of how the organisation works.

**Occasionally characteristic:** the statement is occasionally characteristic of how the organisation works.

**Not characteristic:** the statement is not characteristic of how the organisation works.

CC OC NC

1. Insufficient rewards and incentives given for above average performance.

2. Imbalance in the reward structure related to job size and responsibility level.

3. Poor performers protected by management.

4. The effort and achievements of younger, lower graded staff are ignored.

5. Inconsistent reward and recognition by managers/supervisors.

6. Pay rates and conditions are poor by industry standards.

7. Managers/supervisors who expect unreasonable extra effort.

8. Managers accepting praise for work done by others.

9. No established processes for teams to review their own performance.

10. Managers who lack the skills to conduct successful performance review discussions.

11. Management making little effort to carry out formal appraisals.

12. Managers/supervisors who are constantly critical of staff performance regardless of circumstances.

13. Management failing to display normal social courtesies such as 'good morning'.

