

### **1.15 Summary of the Janus System**

As the preceding pages suggest, **the Janus Performance Management System is a large and sophisticated program that has been designed for collaboration:** managers and the individuals they are appraising must work together to get the most from the experience. To help them do this, the system provides:

- 1. A comprehensive system of fair, open, flexible, and helpful approaches** designed to keep the performance-management process on track throughout the appraisal period. The information is organized in discrete sections or modules so that people are not overwhelmed by too much text when they have specific information needs.
- 2. A highly sophisticated on-line system** so only the most appropriate competencies for the role and the objectives are used. A questionnaire based on these competencies will be created to assess progress as often as is desired; it can be a self-assessment, or a 180-degree or 360-degree tailored feedback questionnaire.

We believe that the progressive, easily-accessible components in this system offer the best opportunity to follow through with each step of a formal appraisal process. The collaboration it encourages will not only result in performance improvement, but will make it possible for the organization to develop its workforce and consequently strengthen itself.

