

PERFORMANCE MANAGEMENT & PERFORMANCE APPRAISAL



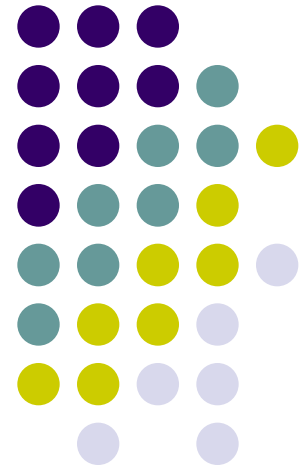
SWRK 4013: Social Welfare Administration

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Dated: 13 April 2020 (Covid-19 Era)

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Performance Management: Basic Idea



- How do employees function & perform in their job?
- To begin with Performance Management involves establishing a reliable **performance management system**, which involves the of **establishment of performance standards** and appraising employee performance as per the set standards so that the manager or supervisor can objectively take human resource decisions and maintain a standard documentation protocol to keep evidence of decisions taken in context.
- **Performance appraisal** is a critical part of a performance management system. Some organizations invest far more effort in it than others.

Performance Management: Meaning



- **Performance management** is a series of activities designed to ensure that the organization gets the performance it needs from its employees.
- **Performance appraisal** is the process of determining how well employees do their jobs relative to a standard and communicating that information to them.
- An **effective performance management system** should do the following:
 - ❑ Make clear what the organization expects
 - ❑ Provide performance information to employees
 - ❑ Identify areas of success and needed development
 - ❑ Document performance for personnel records

(Mathis & Jackson, 2013 p.320)

Performance Management: **STEPS**

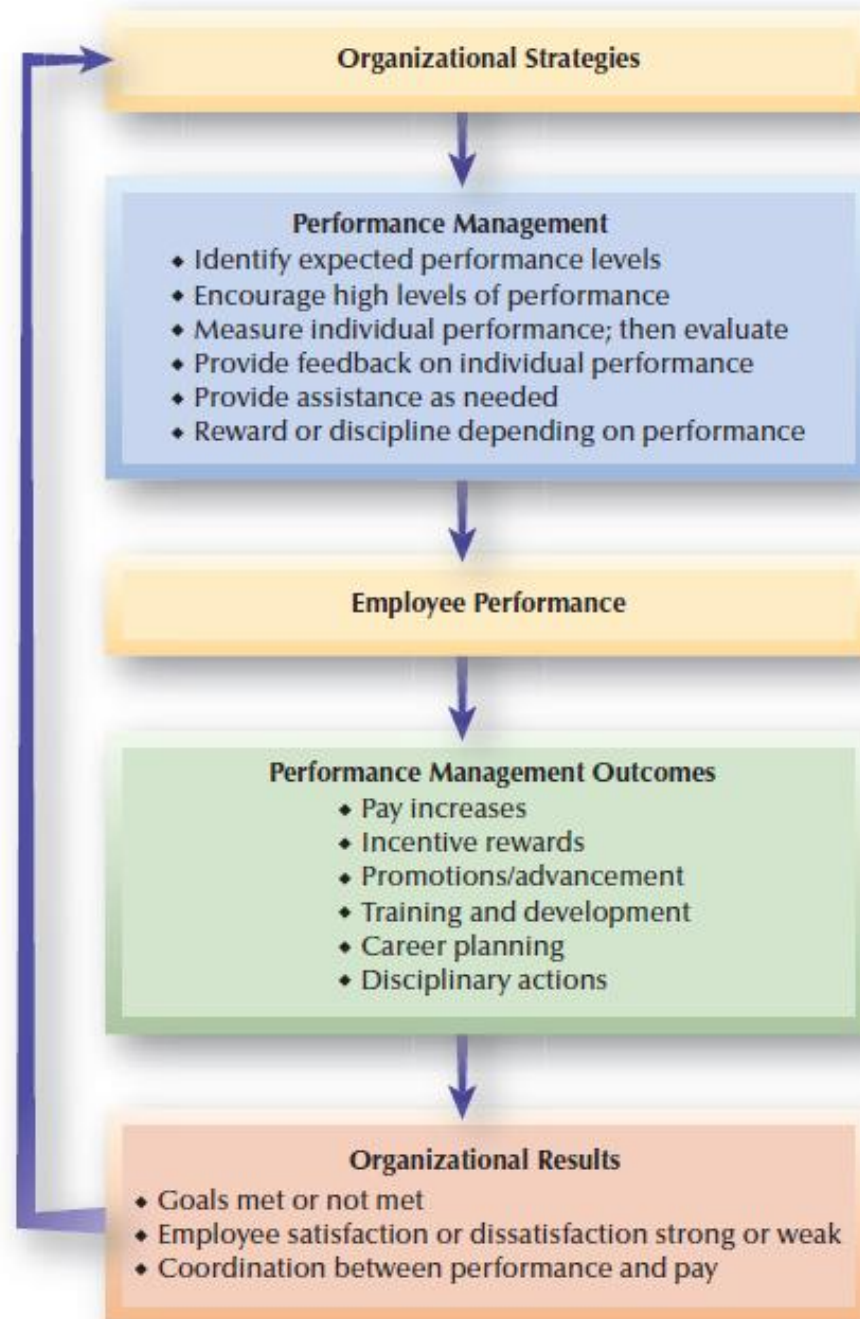


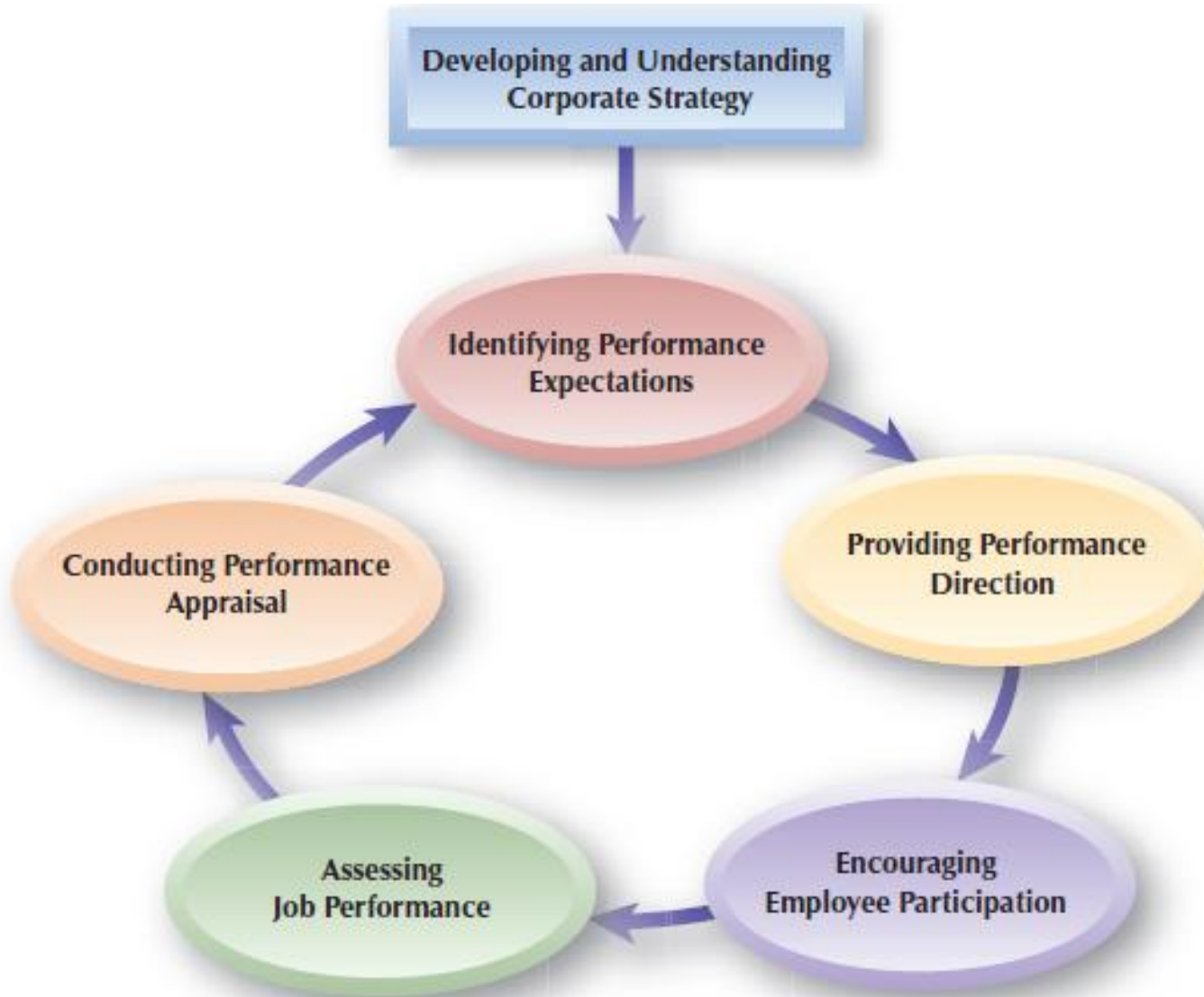
Performance management begins with the development and understanding of organizational strategy, and then initiates a **series of steps** that involves –

- identifying performance expectations
- providing performance direction
- encouraging employee participation
- assessing job performance, and
- conducting the performance appraisal



Performance Management Linkage

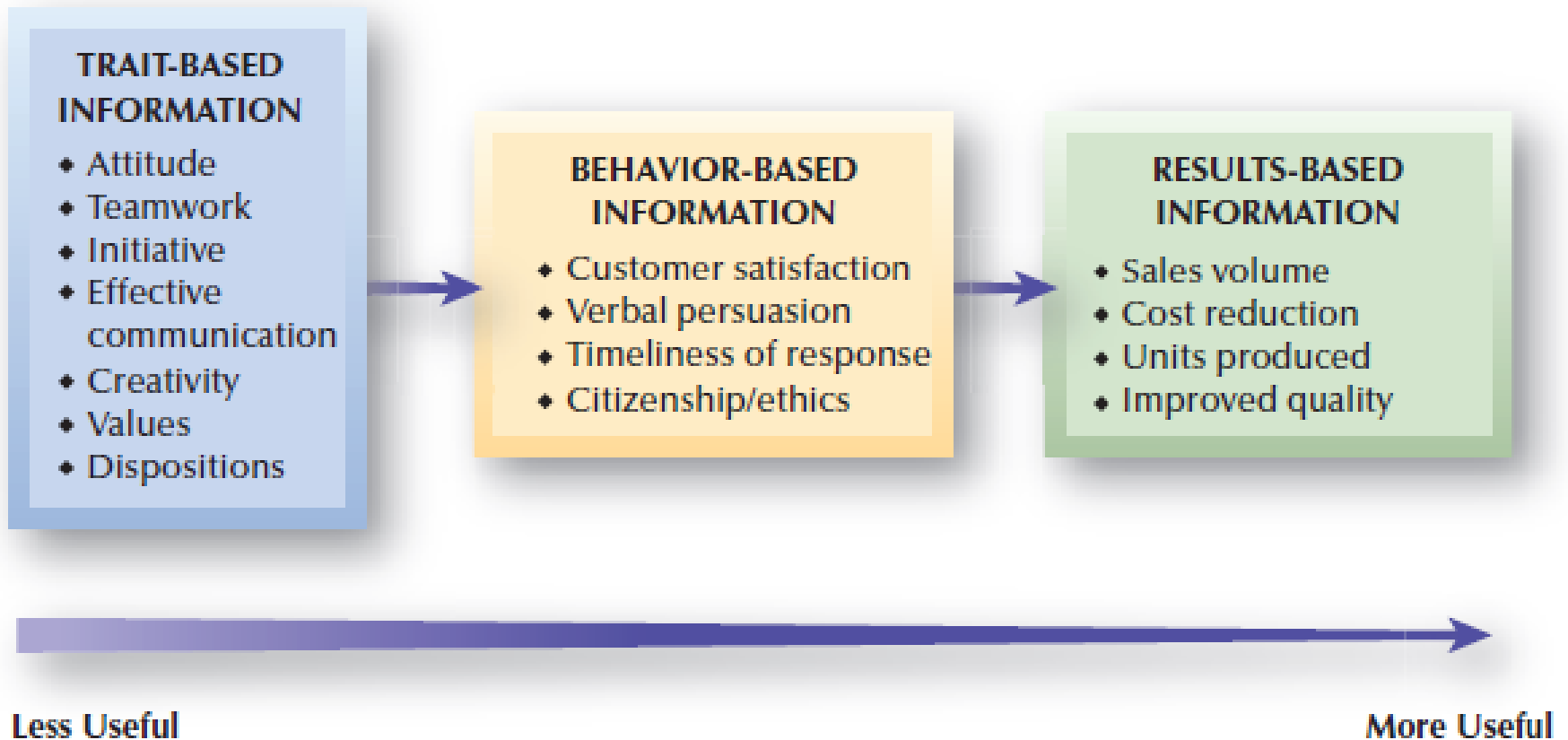




Components of Performance Management



Types of Performance Information



Performance Appraisal:

What is appraised or evaluated?



- **Performance appraisal is not easy to do.** If it is not properly done and if the data or information generated is not properly analysed, then it tends to become a meaningless exercise.
- Both managers and employees, therefore, dread the appraisal process.
- **What is appraised or evaluated?**
 - ❑ Potential for Development
 - ❑ Performance on the job/contribution
 - ❑ Problem solving skills
 - ❑ Goal/Target achievement
 - ❑ Efficiency & Effectiveness
 - ❑ Innovation
 - ❑ Attitude & aptitude for work

Performance Appraisal Methods



- **Organizations** often use any of the seven major appraisal methods.
- **Performance Appraisal Methods?**
 - ❑ **Written Note** – in which the assessor (most often the department/section head) writes out a description of an employee's strengths and weaknesses, past performance, and potential.
 - ❑ **Critical Incidents** - the assessor identifies and observes **key behaviours** that establishes effective from ineffective job performance. The evaluator writes down anecdotes describing what an employee did that was especially effective or ineffective.
 - ❑ **Graphic Rating Scales** – Work performance is studied on the basis of a check-list of or a set of performance indicators such as quantity and quality of work, job knowledge, cooperation, loyalty, attendance, honesty, and initiative.

Performance Appraisal Methods



- ❑ **Behaviourally Anchored Rating Scales** – The evaluator rates an employee according to items along a numeric scale, but the items are examples of actual job behaviours rather than general descriptions or traits.
- ❑ **Multiperson Comparisons** – here an individual’s performance is assessed with that of other individuals doing a similar set of jobs or tasks. Advocates of the system believe that by using this type of “rank and yank” appraisal, a company can rid itself of slackers and thus be more productive.
- ❑ **Management by Objectives** - MBO is often used for assessing managers and professional employees on the basis of **how well they accomplish specific goals** that have been established by them and their managers.
- ❑ **360-Degree Feedback** – In this format feedback from multiple sources is collected which includes supervisors, employees, co-workers, and clients. This appraisal uses information from the full circle of people with whom the employee interacts and works with.

Objective of Performance Appraisal



- Whether employees are performing at acceptable levels
- Maintain record of the levels of performance of each staff over a period of time for further analysis, improvement, demotion or otherwise.

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THANKS

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