

Performance Management Process

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Abstracts

In this report the performance management process is elaborated in detail that contains 6 main steps of performance prerequisites, planning of performance, execution of performance, assessing employee performance, reviewing the employee performance and renewal and contacting of performance. In the performance management process there are certain prerequisites that must be taken into account before designing the system. They involve good understanding of mission and strategies of organization and they are the main duties and responsibilities of the job that is going to be evaluated by carrying out job analyses.

In the process of planning of employee performance an organization's performance key expected results are outlined, along with key behaviors and developmental plan for the position that is chosen. Results constitute what is to be done in job. They incorporate the main responsibilities of job and their essential outcomes in the designated period of time. Key results are not sufficient to offer complete understanding and evaluation of an employee's performance. That's why key behaviors are also taken into consideration; including the way "How" job is performed. In this case the performance cannot be evaluated on the basis of mere results like skills, abilities and knowledge. In development phase, the HR manager needs to evaluate were the particular employee lacks and how to improve these areas.

The performance is executed by the collaboration of employee who performs the job and manager who plays role in offering the resources and required feedback. The performance is assessed using result and behavior approach. The result approach focuses on "Broad areas of job for which the employee is held responsible, while the behaviors incorporate the competences in terms of abilities, skills and knowledge. The performance is passed on the absolute basis using behaviorally anchored rating scale" the critical incidents are used in order to evaluate the behavior of employee and on comparative method using the forced ranking system. Strict guidelines are set in order

to measure performance on the basis of which poor performing and best performing employees are ranked giving the training opportunities and advantages to top performing employees for the appraisal of performance the form is developed for sales manager. The purpose of review meetings is elaborated. The main aim of this kind of meetings is to discuss the employee performance with him, explain him the strength and weakness and create future development plan in which the employee's need of development, the goals of future development and the manner in which the plans will be attained is elaborated.

Then the communication plan was discussed that outlines the system of appraisal, its methods and how the interaction will be made after the appraisal of performance. Employees must be involved in the appraisal process in order to attain third commitment and viewpoints. Employees should be communicated how the performance management system is beneficial for them and in what way it meets their needs. The credible person should be selected as the source of communication, facts and objective data should be utilized, the communication should maintain focus on positives and the bias should be minimized such as paying attention and retaining to selective information. The plan must be written and information should be communicated with done using various mediums i.e. oral, written etc.

The appeal process is discussed in case the employee has different opinion from those who have evaluated him. In order to deal with this kind of issue there is a process of appeal in order to discuss the difference in opinion with rater. In this case negotiation can be done with HRM manager at level 1 and in level 2 arbitration can be attained in which the final decision is given by senior management,

At last the process of pilot test is explained in which the sample appraisal form is administered and suggestions regarding its effectiveness are taken from the users and participants to improve the system accordingly. (Continued...) Wordcount of report: 3500words

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