

# Performance and career management



**ASSIGN  
BUSTER**

At InterClean we conduct quarterly employee performance appraisals. Our appraisal approach takes into account both behavior-oriented rating methods and results-orientated rating methods. When conducting the performance appraisals we make sure we discuss the previous quarter's goals the employee had set with the employee who is getting evaluated. On the appraisal form there is a section for management comments and suggestions and also a field for the employee to make comments. After the performance appraisal is completed and subsequently feedback is given to the employee, the employee has one week to discuss with management a game plan moving forward to improve in the next quarter and how to reach their targets and goals. My goal as manager is to facilitate higher performance and in doing so I will work to remove as many roadblocks for my employees as possible.

For example, my chemical engineer Pam needs the latest lab equipment and needs to have fresh chemicals delivered on a weekly basis to her lab. I know in the past our corporate procurement department has been slow in processing requests. I have spoken to our VP of Finance and also our head of HR to allow Pam to be issued a corporate American Express card. She now no longer needs to rely on the slow procurement department to source the supplies she needs. She is able to order them herself whenever she needs them. Another example of helping employees reach a higher level of performance was when we allowed the sales team to hand pick the new recruits for the sales team. By carefully selecting top notch sales people we were able to help the rest of the sales team reach an overall higher level of performance.

In this environment we know all too well that every employee is looking to achieve career success and professional advancement at every opportunity they get. We all have different career clocks and they are always ticking. At InterClean, we are dedicated to constantly mentoring our employees and helping them advance in their careers.

When our employees advance in their careers they help us advance as an organization also. We on occasion have educational opportunities available to select employees; however, most of our employees advance their careers by learning directly from their peers and superiors through direct mentoring. As we continue to grow with the merger of EnviroTech and subsequent increased market share new positions are being created and there will be several opportunities for promotions from within the company.

Some of our chemical engineers routinely offer apprenticeship programs once a year that are 1 month long. These programs are an excellent avenue to increase ones skills. We understand that about 45% of the workforce is comprised of dual-career parents.

Keeping this in mind InterClean has its own childcare facility adjacent to the company offices that offers subsidized childcare. We also are very flexible with employees who need to have a flexible work schedule to deal with raising a family at the same time. We offer 4 day work weeks. We actually have some parents who both work for our company and one parent works Monday-Thursday and the other parent Tuesday-Friday. This actually works out better for their family life as the kids now have a parent at home 4 days of the week. Within our team we have a nice diverse group of professionals

ranging from young rookies, to younger seasoned employees, then we have a couple mid life professionals and we also have a very senior salesman who is a few years away from retirement. As a manager I treat each team member on an individual basis.

Each employee has different needs or aspirations from their job or management. I work to meet the mentoring and career planning needs of the young rookie, while giving advice to the middle aged team member about potential growth opportunities within new upcoming divisions within the company. Since this middle aged team member may be considered a plateaued worker in our group he may be ready to grow in a new division. To the more senior close to retirement team member I discuss knowledge transference and see how I can get him involved in our corporate mentorship program. It would be a shame to see all his lifetime of career knowledge go out the door with him when he retires. I would want to make sure every attempt is made to cater to the individual needs or to the needs the organization would have from each individual team member. This report is very intuitive and will work within the current budget which is non-existent.

There are no new expenditures being incurred due to my suggestions. In fact carrying out these directives will increase employee morale and personal satisfaction amongst the team members. This will indirectly lead to greater productivity for the company. The only costs I foresee would be the time cost when carrying out the mentoring and or apprenticeship programs. Since we are not paying any outside vendor to train or educate our employees, the only costs are our own man hours. The expected benefits however are immeasurable. We will see greater productivity as morale and skill levels will

be higher and the newly mentored team members will be able to replicate the mentoring to their subordinates. Overall this plan will benefit the bottom line of InterClean.

References1. Cascio, W. (2005). Managing Human Resources.

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