

# Performance appraisal



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2010 Performance Appraisal During the selection process, candidates were selected mostly based on experience, customer service, sales mentality, and leadership qualities. The next step is to provide confirmation that the chosen candidate is actually the best fit for the organization. This process is done by completing a performance appraisal on a particular employee. Performance appraisal is typically done once a year to identify and discuss job-relevant strengths and weaknesses of individuals or work teams (Cascio, 2005). A performance appraisal provides feedback from both the supervisor and the employee and allows a clearer understanding of where the concerns are and what goals were met.

Evaluation and Development An advantage of performance appraisals is that it evaluates how the employee is performing and provides feedback on areas that need improvement. Training is only needed the first few weeks where most everything is taught interactively through observation and concrete experience. Mentors become educators and are viewed as a safety net or go-to person for newcomers. However, around the third month after hire, the employee is expected to be familiar with policies and procedures and complete a job on their own without constant supervision.

Mentors are not depended on as much and are called upon occasionally. A performance appraisal also describes what area of development needs improvement. These obstacles are viewed as areas of concern that may hinder job performance.

Providing employee awareness of what needs improvement will assist in meeting desire expectations and create a path toward mid to upper level advancements. At InterClean, we strive to provide constant communication and evaluation and encourage promoting opportunities to those employees that exhibit leadership qualities, abilities, and desires. The Communication Process The process of feedback that InterClean has developed is one where the trainee is provided with a Task Book illustrating the policies and procedures of daily and monthly routines. This Task Book becomes one of many resources available to the employee that will allow him or her to complete a task.

An assigned mentor begins the training utilizing the Task Book and continues the training referring back to the Task Book. It is imperative that during the first few weeks the mentor provides verbal feedback to both the trainee and the Supervisor on how the training is progressing. This verbal feedback allows the training procedure to be adjusted as needed depending on the trainee's understanding and abilities. Most of the feedback will be based on behavior, therefore, feedback should be complimentary as well as constructive and should be supported by examples.

The objective of the feedback is to provide the trainee constant reminders of what behaviors are expected and how close he or she is in acquiring that level of expectation. Also, discussions of areas that need improvement must be addressed during this time so that the employee can make necessary behavioral changes before actual performance appraisal is discussed. Most companies have a 90 day probation period and this is the perfect opportunity

to offer a performance appraisal. From there, appraisals on the average are conducted once a year.

Nevertheless, continuous verbal feedback should always be provided. Cascio (2005) reports that companies require managers to review employees formally at least twice a year and talk with them informally even more often about how they are doing. Such an approach has merit because the appraisals are likely to provide more accurate inputs to employment decisions, and they have the additional advantage of sending clear messages to employees about where they stand.

There should be no ??? surprises??? in appraisals, and one way to ensure this is to do them frequently. As feedback is given, discussion for each area is encouraged before proceeding to the next area. At the conclusion, the employee has an opportunity to take the appraisal, review it and respond to it in writing before turning it in to Human Resources to be put into the employee??™s personal file. Taking Performance to the Next Level There are many reasons why an employee may want to proceed to the next level; an increase in pay, desire leadership responsibilities, or an opportunity to move up the corporate ladder. Whatever the reason, an employee would never be considered for promotion if he or she did not take their performance to the next level. It is the individual??™s responsibility to make it happen.

Individuals need to hold themselves accountable for their performance on the job. However, the moment that a supervisor is made aware that the employee has certain career aspirations, the supervisor should guide and encourage the employee to achieve those goals.

This can be done through the following stages: a) Having the employee complete a self-assessment ??“ this provides the employee an understanding of what career path he or she should consider. b) Discuss career planning ??“ this allows the employee to come up with an action plan as to what steps are needed to ascertain the desire career goal. c) Provided supervisory training ??“ finding the right person that will take the time to train without feeling that their job is in jeopardy is rare but not impossible. d) Succession planning ??“ designating individuals to replace key positions is easy but make sure those individuals are ready to take the lead. Although this may take a few months or even a year, it may become the turning point for an employee and re-ignite his or her passion to achieve a personal goal. Daily or weekly coaching is crucial in understanding and analyzing what direction to take. As the annual performance appraisal approaches and the employee has gone through a transformation showing leadership abilities and qualities, it will be evident that considerations for a promotion would be the next logical step.

This process is one that is fulfilling and rewarding for both the supervisor and the employee. Promoted employees usually assume greater responsibility and authority in return for higher pay, benefits, and privileges.

Psychologically, promotions help satisfy employees??™ needs for security, belonging, and personal growth (Cascio, 2005).

Conclusion Performance appraisal, serves two major purposes in organizations: (1) to improve the job performance of employees and (2) to provide information to employees and managers for use in making decisions (Cascio, 2005). These decisions could change a person??™s career path and

provide a positive self esteem. Constant communication between supervisor and employee will diminish any surprises during the performance appraisal.

Employees will have an opportunity to comment on or discuss the appraisal with his or her supervisor and set up goals to be completed before the next appraisal. Performance appraisals can be considered an indicator for employees looking to advance within a company. References Cascio W. F.

(2005) Managing Human Resources, Performance Management, Ch 9