

Developing a performance appraisal system

[Business](#), [Employment](#)



Development of a performance appraisal system that is effective in a human service organization is of benefit for the organization and the employees. For a performance appraisal system to be effective, the system has to be strategic, designed to fit the specific needs of the organization, non-discriminatory, non-bias, with correct implementation and administration. Many different components, must to be incorporated to make this type of system beneficial for all who use it, and all who are evaluated by the system.

The purpose of a performance appraisal system is to receive accurate assessments for productivity and for the quality of work for each employee. This system is also be used for motivation of employees, that enables them to reach higher levels of performance, as well as a way to incorporate the necessary feedback given by employers. Another purpose of the performance appraisal system is to implement strategies by use of performance measures and feedback systems that allow employees to excel. Good appraisal systems have many elements; these elements when combined together give great results.

The elements used and needed are as follows: Overall Policy- Having a performance appraisal system that is approved, that includes agency wide policies that are set. These policies are for administration and use when conducting a performance appraisal for employees. Performance Appraisals- Performance appraisals conducted often; these appraisals conducted by a supervisor, and give results about an employee's need for improvement. Communication- a critical element, communication is necessary between higher- level management and employees, to discuss performance issues or other areas of concern that are positive or negative.

This also allows the employee to be able to voice their concerns. Face to face, supervisor-employee interaction- The best method in my opinion is that a supervisor has the ability to approach any employee face to face and interact with them. Many times a supervisor can send messages through management, or have management handle situations that they are not trained to handle. Salary Raise- When deciding on raises for employees, an employer has to review results of the performance appraisal system, so that raises are given accordingly.

All raises should be fair, and rated by criteria of the organizations policies and evaluation systems. Incentives- Incentives are great to give employees as a way to motivate and reward good performance. Rating- Ratings must be fair, by qualified individuals who are experienced and have knowledge on how to run this system. Counseling- Counseling to discuss with individuals the work they are doing or have done, and the results they have, which can help them by providing them advice. Training- Proper training is also a critical element of this system.

Users of this system need to understand the components of the system, and trained on the criteria needed to evaluate, decide, rate, and improve the employee's performance. The implementation of a system is successful training. Feedback- Positive feedback systems allow a good system of communication between the employee and supervisor. Planning- Establishment of employee performance plans that include elements that are critical and performance standards. Monitoring- A good monitoring system recognizes and rewards employees work performance so warrants.

Evaluation-Review- Evaluation of past performance appraisal results, and comparing and reviewing the recent results allow the performance of the employee to be rated correctly. Recognizing growth in performance or performance that is the same can be deciding factors, especially when deciding on promotions. " People are our most important asset. Management activity of developing people is made up of three segments: performance appraisals, counseling and developmental activities. " A great amount of work goes into designing an effective and accurate performance appraisal system. (Allen & Rosenberg, 1981)].

For each element needed for an effective performance appraisal system, have criteria to ensure its proper function. The element of overall policy, the criteria that should be present is clear measurable performance criteria, clearly stated and defined performance goals and objectives, information for the application and operation of the system, procedures to address employee performances, and information that identifies those covered by this system. The overall policy must meet regulatory requirements of the state, county, city, or federal laws. According to [5 CFR 430. 09(a)], Agency must also obtain approval prior to implementing changes that modify any element of the system subject to regulatory requirements.

Criteria for performance appraisals is an appraisal free of bias, documented results on file, strategies implemented by development of performance measures, feedback, and information for an employee to maximize their performance. Rating factors, effectiveness, and results used to either terminate employees or identify those with potential for advancement.

Criteria for communication are an open door policy between subordinates and supervisors, in a confidential area.

Feedback is a form of communication from supervisors to employees, and the ability to be able to openly discuss performance and address any issues. Criteria for face-to-face, supervisor-employee interaction can be a shoulder-to-shoulder session, and one-on-one discussions. Criteria for salary raise should be within the agency's policy. Raises are given according to an evaluation system. Criteria for incentives can be an incentive program that rewards and recognizes employees based on performance, attendance, and client satisfaction feedback. Management and department leads input on possible candidates are part of an incentive program.

Criteria for training that should be present are resources for the actual training. Outside sources and classes, knowledgeable and experienced trainers, that is qualified to teach employees. Experience that is specifically designed to help individuals, improve their knowledge, skills, and attitude. Criteria for planning, monitoring, feedback and evaluation for a performance appraisal system is strategic implementation, a feedback system that will maximize performance, rating that is as objective and concrete as possible. Raters are trained and qualified, and the top-level managers should support this system.

All ratings be documented, and standards should be measurable, attainable, and realistic. Another critical area of this system due to the increasing diversity in the workforce is having a system that is non-discriminatory, and focuses on essential features and based on performance criteria. Procedures should be uniform, the system easy to operate and economical. A huge part

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of an agency's success in employee retention, and where employees take pride in their job, by giving excellent service to those in need by delivery of services, is having an effective performance appraisal system.