

# DEFINITION

## **Performance appraisal**


- According to Flippo, a prominent personality in the field of Human resources, "performance appraisal is the systematic, periodic and an impartial rating of an employee's excellence in the matters pertaining to his present job and his potential for a better job."

## **NEED OF PERFORMANCE EVALUATIONS**

- **Provide a review of past work performance.**
- **Establish lines of communication.**
- **Create an opportunity to discuss professional development goals and objectives.**

- Document employee performance.
- Document corrective action necessary to improve work performance.
- It is the supervisor's and manager's responsibility to monitor, evaluate and coach employees.

# AIMS OF PERFORMANCE APPRAISAL

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- Give employee feedback.
  - Identify employee training need
  - Document criteria.
  - Form a basis for personnel: salary increases, promotions, disciplinary actions, bonuses, etc.
  - Provide the opportunity for organizational diagnosis and development
  - Facilitate communication
  - Validate selection techniques and human resource policies.

# OBJECTIVES OF PERFORMANCE APPRAISAL



## **WORK RELATED OBJECTIVES**

- To provide a control for work done
- To improve efficiency
- To help in assigning work and plan future work assignment; and
- To carry out job evaluation



# CAREER DEVELOPMENT OBJECTIVES

- To identify strong and weak points and encourage finding remedies for weak points through training;
- To determine career potential;
- To plan developmental( promotional or lateral) assignments; and
- To plan career goals



## OBJECTIVES OF COMMUNICATION

- To provide adequate feedback on performance;
- To clearly establish goals, i.e what is expected of the staff members in terms of performance and future work assignments;
- To provide counseling and job satisfaction through open discussion on performance and
- To let employees assess where they stand within the organization in terms of their performance.





## ADMINISTRATIVE OBJECTIVES

- To serve as a basis for promotion or demotion;
- To serve as a basis for allocating incentives;
- To serve as a basis for determining transfers ; and
- To serve as a basis for termination in case of reduction of staff.



# USE OF PERFORMANCE APPRAISAL SYSTEM

Raises, Merit Pay, Bonuses

Personnel Decisions( e.g. promotion, transfer, dismissal)

Identification of training needs

Research purposes

## ERRORS IN WRITING PERFORMANCE EVALUATIONS

- The “**halo effect**”
- The “**pitchfork effect**” or “**recency effect**”.
- “**Stereotyping**”
- “**Comparing**”
- “**Mirroring**”
- Managers and supervisors want to avoid being the “**bad guy**”.



# BENEFITS OF PERFORMANCE APPRAISAL



## Benefit for the individual:

- Gaining a better understanding of their role
- Understanding more clearly how and where they fit in within the wider picture
- A better understanding of how performance is assessed and monitored
- Getting an insight
- Improving understanding of their strengths and weaknesses and developmental needs
- Identifying ways in which they can improve performance
- Providing an opportunity to discuss and clarify developmental and training needs
- Understanding and agreeing their objectives for the next year
- An opportunity to discuss career direction and prospects.



## Benefit to the line/ manager/supervisor/team leader:

- Opportunities to
  - hear and exchange views and opinions away from the normal pressure of work
  - to identify any potential difficulties or weaknesses
  - An improved understanding of the resources available
  - to plan for and set objectives for the next period
  - to think about and clarify their own role
  - to plan for achieving improved performance
  - to plan for further delegation and coaching
  - to motivate members of the team



## Benefits to the organization

- A structured means of identifying and assessing potential
- Up-to-date information regarding the expectations and aspirations of employees
- Information on which to base decisions about promotions and motivation
- An opportunity to review succession planning





- Information about training needs which can act as a basis for developing training plans
- Updating of employee records ( achievements, new competencies, etc)
- Career counseling
- Communication of information