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Human Resource Management

Managing Employee Performance
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(slide adapted from Wiley & Oxford/Lecturer Resources)

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Key Activities in Performance Management

- Performance Planning
- Performance Coaching and Mentoring
- Performance Appraisals
- Performance Feedback

See Figure 10.1 Nel et al (p317)


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Some Methods


- Peer review (judgement of peers)
- Reversal appraisal (subordinates)
- Self appraisal
- Customer appraisals

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 **Rater Errors**


- Halo Effect / Horn Effect
- Leniency / Strictness
- Central Tendency
- Primacy & Recency
- Contrast Effects

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 **360 - degree**


- A multi rater approach
- A questionnaire asks many people (above below and at the same level) to respond to questions about performance.
- Sometimes involves asking customers and suppliers etc.

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 **Management By Objectives**

Managers and employees agree to the objectives and understand what they need to do.

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The Balanced Scorecard

A strategic planning and management system that aligns business activities to the vision and strategy, to improve internal and external communications and to monitor the performance against strategic goals.

A system to clarify and measure vision and strategy and transform them into action.

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Performance Review Meeting

- Often takes place once or twice a year
- Provides a setting to give and receive feedback
- Should be backed up with ongoing informal feedback
- Constructive feedback is crucial
- Focus on a development plan detailing expectations, performance criteria.
- Involve employees in decision making
- provide support
- Provide opportunities to develop career
- Clarify how the employees contribution contributes to the organizations success.

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