

6.1. Objectives of Performance Appraisal

According to:

Employee

- ❑ Concrete and tangible particulars about their work
- ❑ Assessment of performance

Organization

- ❑ Measuring the efficiency
- ❑ Maintaining organizational control.

Aims at:

- Personal development
- ❑ Work satisfaction
 - ❑ Involvement in the organization.

- ❑ Mutual goals of the employees & the organization.
- ❑ Growth & development
- ❑ Increase harmony & enhance effectiveness

Objective Performance Appraisals

**Kevin R. Murphy, Jeanette N.
Cleveland, Madison E. Hanscom**



Objective Performance Appraisals:

Performance Appraisals Diane ARTHUR, 2006-10-10 Learn how to make the performance appraisal process deliver maximum value to the organization Performance appraisals are a critical tool for aligning employee performance with the goals of the organization They also provide a key point of contact between managers and their people Yet there are few tasks managers dread more This book will equip you to meet this managerial challenge with confidence and enthusiasm Learn how you can make the performance appraisal process deliver maximum value to both the organization and employees Assessments diagrams and checklists help you gain a thorough understanding of the performance appraisal process and your role at every stage Real world scenarios illustrate common situations and let you listen in on sample conversations Clear step by step instructions help you write the performance review document and prepare for the critical face to face meeting Throughout the book exercises give you the opportunity to apply what you learn directly to your own performance appraisal situation Readers will learn how to Assess past performance and set achievable objectives Prepare a written performance review following a seven step format Ensure a successful face to face meeting Create career development plans that support organizational and personal goals Deal with disciplinary issues and documentation Coach employees to improve performance Identify key elements in creating and maintaining a motivating atmosphere Build relationships and monitor performance with remote employees This is an ebook version of the AMA Self Study course If you want to take the course for credit you need to either purchase a hard copy of the course through amaselfstudy.org or purchase an online version of the course through www.flexstudy.com

How to be Good at Performance Appraisals Richard C. Grote, 2011 If you're an executive manager or team leader one of your toughest responsibilities is managing your people's performance How do you appraise just how well a direct report has carried out her job What do you do if informal coaching fails to improve mediocre performance In *How to be Good at Performance Appraisals* Dick Grote provides a concise hands on guide to succeeding at every task required by your company's performance appraisal and management process Through step by step instructions examples sample dialogues and suggested scripts he shows you how to handle appraisal activities ranging from setting goals defining job responsibilities and coaching to providing recognition assessing performance and discussing it with employees and creating development plans Grote also explains how to tackle other performance management activities your company requires such as determining compensation developing and retaining star performers and solving people problems This book is so accessible and practical that you won't just read it once and put it away Instead you'll be sure to keep it within arm's reach referring to particular chapters each time you face a performance management task

The Complete Guide to Performance Appraisal Richard C. Grote, 1996 This guide to performance appraisal provides comprehensive up to date coverage based on 25 years of personal experience Grote makes the dreaded task of performance appraisal easier and rewarding using anecdotes and real life examples

Understanding Performance Appraisal Kevin R. Murphy, Jeanette N.

Cleveland,1995-01-03 Based on a previous book by the same authors Understanding Performance Appraisal delineates a social psychological model of the appraisal process that emphasizes the goals pursued by raters ratees and the various users of performance appraisal The authors apply this goal oriented perspective to developing implementing and evaluating performance appraisal systems This perspective also emphasizes the context in which appraisal occurs and demonstrates that the shortcomings of performance appraisal are in fact sensible adaptations to its various requirements pressures and demands Relevant research is summarized and recommendations are offered for future research and applications Graduate level students organizational development consultants and trainers human resource managers faculty and scholars and psychologists in human resource management as well as other professionals who conduct research on performance appraisal programs will find this book not only interesting but also a valuable resource

Performance Appraisal and Management Kevin R. Murphy, Jeanette N. Cleveland, Madison E. Hanscom, 2018-02-08 Organizations of all sizes face the challenge of accurately and fairly evaluating performance in the workplace Performance Appraisal and Management distills the best available research and translates those findings into practical concrete strategies This text explores common obstacles and why certain performance appraisal methods often fail Using a strategic evidence based approach the authors outline best practices for avoiding common pitfalls and help organizations achieve their maximum potential Cases exercises and spotlight boxes on timely issues like cyberbullying in the workplace and appraising team performance provides readers with opportunities to hone their critical thinking and decision making skills

199 Pre-written Employee Performance Appraisals Stephanie Lyster, Anne Arthur, 2007 No matter what type of business or even nonprofit organization you are managing a written performance appraisal is good management Employee reviews can serve as a platform for employees to bring forth questions and concerns This can help increase employee dedication creativity and job satisfaction Reviews allow you to evaluate employees for increased responsibilities and future promotions You will have written records of your employees performance get more productivity and clearly set compensation Employee appraisals are critical to your organization but are time consuming to write This new book and companion CD ROM is your solution You will produce professional quality performance reviews in minutes The book provides over 199 pre written employee phrases you can insert into a blank employee appraisal form The evaluations are professional constructive and direct See the accompanying CD ROM for 25 different categories to evaluate your employee in Each category includes at least 8 different phrases you can choose from to describe your employees performance in that category Pick and choose which categories you would like to include in your employees performance appraisal and how you want to describe your employees performance in that category and then just insert them all into the prepared appraisal form The companion CD ROM is included with the print version of this book however is not available for download with the electronic version It may be obtained separately by contacting Atlantic Publishing Group at sales atlantic pub com Atlantic Publishing is a small independent publishing company

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Performance Appraisal And Management Tapomoy Deb, 2009 Performance Appraisal and Management brings forth the essence of the subject in a holistic and integrative manner by emphasizing not only the concepts but the causes and consequences The book addresses the contemporary concepts processes programmes methodologies and legal ethical and cultural issues associated with appraising executive and employee performance The book is enriched with extensive and rich pedagogical tools relevant case studies and numerous caselets of organizational practices for facilitating easy grasp and understanding of essential constructs of performance appraisal and management It is also highly useful for HR practitioners Business Managers and Management Trainers **The Process of an Employee Performance Appraisal. Its aims, functions and methods** Mandy Witt, 2021-02-02 Academic Paper from the year 2020 in the subject Leadership and Human Resources Leadership grade 1 4 Mendel University course PEFNet2020 language English abstract This term paper is about the process of employee performance appraisals To this purpose the author starts with the disambiguation of essential terms and definitions as well as with the explanation of employee performance appraisal aims and functions Subsequently the process of an employee performance appraisal is discussed as well as the different appraisal methods Finally potential sources of error and possible biases are analysed Nobody is beyond jumping to conclusions thus often adjudicating wrongly Whenever people meet regardless of private or professional context they use to assess to adjudicate or to condemn In order to make the evaluation of another person less difficult people use to lapse into clichés and stereotypes In spite of all efforts to evaluate the employee's performance in a fair objective and factual way performance appraisals always represent a subjective act which is affected by numerous factors Employee performance appraisals are supposed to clarify whether the respective employee is able to meet the employer's demands In case an employee is hired on the basis of misjudgement or rating errors or if someone is employed for an inappropriate position this can result in considerable costs increased requirements during the familiarisation phase loss of sales and profits or even loss of clients i.e. consequential costs searching for a new employee re-establishing a good reputation Inappropriate employees will not provide the expected benefit Moreover if the worse comes the worse they could even damage the employer's organisation company However the recording of the employees strengths and weaknesses does not only serve as a record of results professional conduct and potentials in order to provide the best possible employment but also as the basis for the definition of an adequate salary

Performance appraisals can result in positive or negative personnel measures Hence the employee performance appraisal represents an essential leadership task of any executive *Performance Appraisal Phrase Book* Corey Sandler, Janice Keefe, 2003-11-01 You ll never struggle with performance appraisals again Do you dread writing employee performance evaluations Do you struggle for hours to find just the right words of praise avoid repetition and tread the fine line between constructive and criticism *Performance Appraisal Phrase Book* makes it easy for you Featuring concise sections on how to write the evaluation handle tricky legal issues and verbally discuss the evaluation this book also includes a directory of thousands of words and phrases appropriate for any type of written evaluation You ll be able to find just the right way to assess Accuracy and attention to detail Quality of work Work habits Teamwork and interpersonal skills Timeliness of work Work attitude With *Performance Appraisal Phrase Book* at your desk you ll get through reviews in a snap and have plenty of time left to accomplish all your other managerial duties **A Guide for Improving Performance Appraisal** Priscilla Levinson, 1980 *Performance Appraisals and Phrases For Dummies* Ken Lloyd, 2009-08-11 The tools you need to enrich the performance appraisal experience as you streamline the process Whether you re a manger looking to implement employee appraisals for the first time concerned with improving the quality and effectiveness of the appraisal process or simply trying to save time and mental anguish *Performance Appraisals Phrases For Dummies* provides the tools you need to save time and energy while presenting fair and accurate evaluations that foster employee growth This convenient portable package includes a full length appraisal phrasebook featuring over 3 200 spot on phrases and plenty of quick hitting expert tips on making the most out of the process You ll also receive online access to writable customizable sample evaluation forms other timesaving resources Includes more than 3 200 phrases for clear and helpful evaluations Helps make evaluations faster more effective and far less stressful Offers far more advice and coaching than other performance appraisal books Serves as an ideal guide for managers new to the appraisal process With expert advice from Ken Lloyd a nationally recognized consultant and author *Performance Appraisals and Phrases For Dummies* makes the entire process easier faster and more productive for you and your employees Performance Appraisals Priscilla Anne Glidden, 1996 Personnel Literature United States. Office of Personnel Management. Library, 1984 Police Performance Appraisals Serdar Kenan Gul, Paul O'Connell, 2012-09-24 Police performance appraisal is one of the most important components of law enforcement management affecting the quality of the services a department delivers as well as the satisfaction of its employees Therefore it is crucial that the performance appraisal process is conducted in an effective and equitable manner *Police Performance Appraisals A Comparative Perspective* employs the comparative case study approach to evaluate systems in police departments in two diverse locales Ankara Turkey and Toledo Ohio The study seeks to determine whether there are any common trends or obvious similarities that transcend national and cultural boundaries From this information best practices can be identified to improve the system of any police organization The data from the survey raises a host of issues essential

to police management Are traditional or modern appraisal systems more preferable to police personnel Are field and command officers perceptions of the performance evaluation instruments in their departments similar or do they differ from those of their subordinates Asking these and other critical questions the authors also examine the relationship between the officer s perception of the appraisal system and his or her rank taking into account level of education gender age and years of service Employing both qualitative and quantitative methodologies this study yields important findings and valuable insights for police organizations as to which characteristics an appraisal process should have for the best quality system Lessons learned from this study should provide guidance to future efforts to design better appraisal systems and may also contribute to heightened focus on nationwide assessments of evaluation practices and standards for police organizations

Performance Appraisal in the Public Sector Dennis M. Daley, 1992-08-21 Performance appraisal is a key tool for meeting the managerial needs of the modern organization Daley examines the entire process of designing a performance appraisal system from determining its organizational purpose to constructing an objective appraisal instrument for measuring employee performance Emphasis is also placed on the role of employee feedback and appraisal training The cognitive behavior that shapes and influences the rating process is detailed The book integrates the literature and practices detailed in business management psychology and sociology with that focusing on the public sector After an overview of performance appraisal research and the effect of public private differences Daley examines the reasons for performance appraisal and the basic mechanics why what when who of establishing an appraisal process Special emphasis is placed on the role of performance appraisal in the organization He looks at the array of appraisal instruments that exists concentrating on the development of objective Behaviorally Anchored Rating Scales and Management by Objectives approaches The role of employee feedback and the performance appraisal interview for delivering it are detailed Daley focuses on the problems that plague raters Organizational and employee misunderstandings along with traditional rater error problems are diagnosed The importance of programs for training the rater are presented An ideal resource for managers engaged in performance appraisal this book can also serve as a supplemental reading for courses in management and human resources personnel

Federal Register ,1997-03 **Human Resource Management** Talya Bauer,Berrin Erdogan,David Caughlin,Donald Truxillo,2019-01-02 Winner of the 2020 Most Promising New Textbook Award from the Textbook Academic Authors Association TAA Human resources is rapidly evolving into a data rich field but with big data comes big decisions The best companies understand how to use data to make strategic workforce decisions and gain significant competitive advantage Human Resource Management People Data and Analytics introduces students to the fundamentals of talent management with integrated coverage of data analytics Features tied to SHRM competencies and data exercises give students hands on opportunities to practice the analytical and decision making skills they need to excel in today s job market Engaging examples illustrate key HRM concepts and theories which brings many traditional HRM topics to life Whether your students

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