Explain how Employee Performance is Measured and Managed

For this last section of my report I will be discussing how employee performance can be both managed and measured. In addition to this, I will also be analysing the advantages and limitations of both measuring and managing employee performance. Being able to manage and measure employee performance is critical within a business since the employer will need to make sure that they are able to control of their employees and ensuring that they are working to their best ability. In this task I will be discussing the various ways in which a manager would be able to both measure and manager their employees.

How Employee Performance is Managed:

To begin with, I will first be speaking about individual objectives and smart objectives. Individual objectives are where by the employee either sets these individual objectives by themselves and are likely to relay these objectives back to their manager so that they can manage their progress throughout the year, or, the manager is to set each employee that is within their span of control individual objectives and would then manage their progress throughout the year. These individual objectives will help the manager to manage their performance is because their progress will be recorded down throughout the year and put against the objectives that they were set. Furthermore, these individual targets will be personal to each individual employee as every employee within the business will have various aspects of themselves that they can improve; whether it is team working, communication or management skills. By setting these individual objectives, the manager of the business can easily track their progress and check to see if they are on track (or have met) their objectives that have been set.

Moreover, SMART objectives (specific, reasonable, realistic and time bound) are objectives set by the manager that the manager will need to meet as well as the department as a whole. To ensure that the manager can meet these objectives, they will need to be specific, reasonable and realistic. For example, the sales department may want to increase their sales by 10% this year but the manager wouldn’t say to increase their sales by 50% since this wouldn’t be a reasonable figure and would also be deemed as unrealistic. Moreover, these SMART objectives will also be time bound since if (for example) the manager of the sales department will want to increase the sales by 10% this year, consequently, these objective would be time bound since they only have a year to meet this objective. The reason why these SMART objectives will help the manager to manage performance is because (similar to individual objectives) the manager will be comparing their current progress to the objectives set by themselves to make sure that the department is on track on meeting these objectives. Therefore, if, when the manager compares the progress against their SMART objectives, they see that they are not on track then the manager will be able to manage the performance of the department and will find various ways of increasing the department’s performance or perhaps slightly adjusting their SMART objectives to meet the time scale that they have.

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After that, we come to performance indicators and individual development plans. Performance indicators are used to evaluate the success of a particular activity within the business. Therefore, to help the manager of the business to manage the employees that is within their span of control, they will use performance indicators to monitor the performance of their employees. This could be through using key performance indicators to measure the work rate of the department as a whole or to measure the quality of the work being produced by staff members within different departments of the business. These key performance indicators will show the manager of the business whether or not that (for example) department as a whole is either succeeding or failing in terms of progress and achievement. If the department is failing, the manger will be able to use the information that they have received via these performance indicators and use this information to help them make a decision of what they need to do in order to get the department to succeed again.

Furthermore, individual development plans are a set of documents that are designed to evaluate the different areas of each employee within the business. Often evaluating strengths, weaknesses and what each employee should be doing in order to develop on their weaknesses, this will help to develop their knowledge and skill and will also help to develop each employee to become more efficient and effective at their job. Therefore, a manager of the business will use these individual development plans to manage their progress based against their weaknesses and what they need to improve upon these weaknesses; whether it is through a set of certain tasks given out the employer or just through daily business activities throughout several months, the manager will manage their performance and make sure that they are on track on developing upon the weaknesses set out by their individual development plans. This can come back to training as the manager may decide to train various employees; this training being designed to help the employees work on and further develop their weaknesses.

Next, we come to disciplinary procedures and grievance procedures. Disciplinary procedures are where by a set of guidelines and producers are created for when and if employees are in violation of their conduct. Known as miss-conduct for when an employee breaks the rules and regulations that would be set out by the manager of the business, the employer will have to create rules and regulations to ensure that their employees are working to the best of their abilities and are also kept safe throughout their career within the business. The reason why these disciplinary producers will help the manger to manage the performance of the employees in their span of the control is because it will help to gain the cooperation of the employees as well as helping to develop them individually as well. The reason for this is because the employee, typically after three warnings are likely to be fired (unless it is gross-miss-conduct which is where by the employee can fire the employee on the spot if they so choose) and so the employee that have received several warnings beforehand are likely cooperate with their employer since the threat of being fired will be enough to gain their cooperation. In addition, these warnings can help develop certain employees as they receive warnings for being late repeatedly or not being able to keep up the work standards set out by their employer. Therefore, these warnings can serve as incentives to make the employee work harder and organizes their time better so that they are not late as frequently or at all; all of this helping the manager to manage their employee’s performance since they can use these disciplinary producers to increase the efficiency of their employees.
Moreover, grievance procedures are where by an employee has a concern or problem. This could be against the employer, employees, work relations, health and safety and bullying. These various problems can occur at any time and will affect employees in different ways. This could be from affecting their health to effecting their work rate, efficiency and productivity. Therefore, the employer will have to make sure that they have a clear process of action of their grievance producers and will also have to ensure that they are able to recognise the problems and then carry out the right process of action to deal with the problem in a professional manner. The reasons why the employer will want a clear process of action for these grievance producers is because it will help the employees see that they are being well looked after and are likely to work harder knowing that something is being done about the problems and issues that they have told their employer about. This will help to manager the employee’s performance since the employees performance is likely to increase if their problems are recognised by their employees and then set out a clear process of action to deal with these problems.

After that, we come to probationary period and management of ill health. A probation period is where by the employee is observed which allows their employee to see whether or not if they are suitable at working in that job position; if they have the necessary skills, know-how, etc. This will be a trial for every new employee that they will have to undergo since it helps eliminate and or reduce the risks of hiring a new staff member full time since they may not be capable to working in the employer’s business environment. Therefore, employers will take on their new employees through this probationary period and depending on if the employer is either satisfied or un-satisfied with the progress that has been made throughout the trial period, the employer can then either hire or not hire that employee; helping the manager to make the best decision possible. Moreover, it is important for businesses to manage their staff members correctly when it comes to ill health. The reason for this is because there are many different factors that can lead to an employee becoming ill and the work that the employer has to do can make their health worse. Different factors such as stress, anxiety and depression can all lead to the ill health of the businesses employees and therefore, the employer should be able to recognise this and have a procedure for employees that are suffering; this being done since the employee will be compromised when performing their job and therefore will make them much less efficient and effective.

**How employee performance is measured:**

First of all, we come to the purpose of measuring employee performance and the procedures that are put emplace to do so. The purpose behind measuring employee performance is so that the employer is able to see if their employees are doing their job correctly. From this, the employer can go on and identify any areas of improvement for each individual employee (going on to create an personal development plan) that would help each employee focus on their weaknesses and then improve them; thus helping the employers work force to become more focuses, effective and efficient at their job role. An example of an employer measuring their employees would be measuring the production output of each employment against their set target. From this, the employer can see whether or not if each employee is meeting their production target. If they are not meeting their target (either every week, month of year) then the employee will recognise this an see what can be put emplace to help the employee achieve their production output. In addition to this, all companies will also have procedures for monitoring performance as well. Procedures such as

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appraisals, monitoring/evaluating each employee x amount of times a week, month and year as well as the procedures for the introductory phase for new employees working at their job role. These procedures are designed and put emplace so that the employer can easily monitor and evaluate the performance of each employee within the business; setting out a clear set of guidelines for the employer to follow that will help them evaluate the employees strengths and weaknesses which can help them to improve upon the weaknesses that have been identified through these procedures. Furthermore, the employer will also be monitoring the progress of his/her employees to make sure that they are on track and are meeting their deadlines set out by their employer. One of the methods to observe would be to have face-to-face conversations with the employee (whether these or formal or informal can depend on the employers preference) which can help the employer to directly ask questions to their employees to find out how they are coping with their job, what they are good at and what they think they can do to improve. The employer will also put each employee up against their job description and then evaluate them to see if they are working up to the standards set out by their job description; also putting them against their targets/objectives to see if they are on track or not on meeting them. These methods will allow the employer to make sure that each employee working towards a target/objective set out by their employer and also makes sure they are performing their job role efficiently and in accordance with the proper conduct.

In addition to this, there are also other different methods employers might adapt when monitoring their performance. These methods can be through recording phone calls, emails and the history of the websites you have visit. The reason why the employer would have these recorded as it can help give the employer an insight into whether or not each employee is on track and on task when performing their job role. Moreover, employers will also use mystery shoppers to help them evaluate their employees. A mystery shopper is where by an employer will use someone that the employee that is being evaluated doesn’t know and will specifically talk to that employee and express a complaint, question, etc and the employee will then be graded on how well they performed in helping this mystery shopper.

Next, we come to formal appraisal techniques. Formal appraisal techniques such as assessing employers, will allow the employer to see what their employees are doing on a daily basis and then view their progress towards their set targets and objective; the employer also being able to recognise any weaknesses each employee has and can help them to improve upon their weaknesses. Other formal appraisal techniques will include a banker’s bonus; where by the bonus the banker will receive will depend upon their results from being assed while they are performing their job (their bonus being based on their performance). Other appraisal techniques will be where by Belfair Academy is will have session where the teacher is assed while they are teaching a lesson; being assessed on their strengths, weaknesses, what they did well and what could be improved. In addition to this, overall assessments can be very beneficial to the employer since it will give the employer an overall view of the performance between different departments within their business; since an overall assessment is where by an entire department is assessed in terms of performance and efficiency; external factors also being taken account since different people within each department may be working more efficiently than others.
Furthermore, we come to guided assessments. Guided assessments will be where an employer/manager will assess each employee within a specific area such as (for example) their work rate. This may happen within businesses that operate in the manufacturing industry; the employer holding either formal or informal sessions where they talk to the employ about their current work rate, whether they are on track to meet their targets and objectives and what they can do to improve upon their efficiency and productivity. Another way employees might be assessed is through a grading system. This grading system could be where each employee receives a mark from between 1 and 5 (one being the best and five being the lowest) they will be graded through set criteria that would be set out by their employer.

Moreover, we come to self-appraisal. Self-appraisal techniques will be where the employees will assess themselves and they set themselves targets and objectives that they think can meet throughout the year. This can also be done so employees are to evaluate their supervisors and managers as well. This is called upward appraisal. Upward appraisal is whereby the employees will evaluate staff members of a higher status within their business; typically this will be their supervisors and managers – helping giving the employer an insight into whether their supervisors and other higher status staff members are carrying out their job role professional.

Lastly, we come to 360 degree feedback. 360 degree feedback is another formal employee appraisal method where by an appraisal of each employee is collected (also including supervisors and subordinates) with the main aim of this appraisal technique being able to provide the employer with employees strengths and weaknesses and will give the employer an idea of what each employee needs to do in order to improve their weaknesses; also giving the employer an insight into whether or not each employee is working in accordance with their job description.

M3 – Analyse the Advantages and Limitations of Measuring and Managing Employee Performance

In this last task of my report I will be looking at the advantages and limitations of three different methods of measuring employee performance and three different methods of managing employee performance. The first point I will be speaking about it individual objectives.

To Manage:

The main advantage of having an individual objectives is that employees are able to recognise their own weaknesses and flaws, and then go on to think about what they can do to improve and then go and set themselves reasonable objectives for them to meet throughout the year. This of course is very beneficial to the employee since they are able to build upon and improve their weaknesses by setting themselves targets that they know that they can achieve throughout the year; helping to increase productivity and efficiency. Moreover, this also allows the employer to closely monitor the employee’s performance and whether or not they are on track to meet each objective that they have set themselves.

Another advantage of using individual objectives is that it can provide a motivational boost for the employee. The reason for this is because the employee will be able to set themselves targets that are reasonable and achievable; giving the employee something to work towards as they work within their job role. Moreover, the employee is likely to be rewarded for meeting each objective that they
have set themselves which can act as an incentive for the employee to work hard, be more productive and more efficient at their job; helping to increase the overall work rate and productivity within the department that the employees work in.

However, there are of course some limitations to these individual objectives. One of the main limitations when individual objectives are used is that the employees that are setting themselves their own objectives may set themselves objectives that are unreasonable or unachievable. Therefore, the employee would be working towards something that could not be achieved which can then lead to demotivation since the employee has not been able to meet their original objective. Due to this demotivation, it can have a significant effect on the business if multiple employees become demotivated since the overall work rate for that department (as well as the overall productivity) will decrease significantly.

Another limitation of this would be that the employee setting themselves a target may not have a clear understanding of what they want to achieve and therefore, will not set themselves or target; alternatively setting themselves a target they don’t really know how to achieve and may be working towards something different than the objective that they have set themselves. This of course is going to confuse both the manager and the employee since there will be confusion as to what the employee is working towards – causing a drop in employee work rate and efficiency.

After that, we come to SMART objectives. Similar to individual objectives, SMART objectives are specific, reasonable, realistic and time bound (see page one (P5) for further notes). One of the main advantages employers will have when they are using SMART objectives is that they are able to review each employee within the department, look at their weaknesses and set each employee a target that is specific (a specific weakness), realistic, reasonable and time bound. By having a clear structure as to what targets should be set, the employer will be able to easily set each employer a reasonable and realistic target which has to be completed within a certain amount of time. This of course will be very beneficial to the employees since they will receive clear objectives that achievable; thus creating motivation for the employers that can help increase their work rate and efficiency which in turn will boost the overall productivity of the department.

Another advantage of using SMART objectives is that the employer can closely monitor each employer and evaluate their progress on a regular basis and view how well their progress is doing for meeting each SMART objective that has been set for each employee. This of course allows the employer to bring in any employees that may be falling behind on their progress and can work our solutions to any problems the employee may be having which will help the employee to overcome these problems which would in turn help increase their progress to meeting the objective that has been set for them. By doing this, the employer can help regulate productivity within employees as well as their motivation.

However, there are of course limitations to this. The main limitation to this would be at SMART objectives are very time consuming since it is probable that the objectives that have been set will take a while for the employee to achieve; the employer also having to evaluate and write up about each employee which can lead to an increase in stress for the manager since they have to handle each employee. Other problems such as the objectives being too easy to achieve may not motivate the employees which wouldn’t want to make them try and work harder.
Another limitation of this would be due to the employer reviving their progress and evaluating them, this can start to make the employees feel uncomfortable from being constantly watched and evaluated. This of course may affect the employee’s performance since they are not working or trying as hard which will also affect their progress towards their SMART objectives;

Lastly, the last method of managing employee's performance we come to is individual development plan. One of the main advantages of creating and using an individual development plan is that it will clearly set out each employees strengths and weaknesses and other what areas they could improve upon to help build upon their weaknesses. This of course is going to be very beneficial to the employees since they clear document stating what they need to do in order to improve upon themselves. By having this document, employees will become more motivated and productive since they will start to work on the different areas that are shown as the weaknesses that have been highlighted by the development plan. By turning these weaknesses into strengths over time, this will help the business in having a more efficient and productivity work force that will bring many different benefits to the company.

Another advantage of using an individual development plan is that the employer is able to view each development plan for each employee and then evaluate each employee throughout the year to see how their progress is doing and whether or not there is a notable difference in their motivation, productivity and efficiency. By doing so, the employer has the option of calling in employees to either praise them or offer incentives for their increase in productivity or by giving the employees suggestions as what they can do to further improve if they are seen as struggling. This of course is going to also increase employee motivation too.

However, there are of course limitations as well. The main limitation of using individual development plans is that it will be very time consuming in creating a development plan for each employee. Since a development plan should be detailed and outline exactly what each employee needs to know about their strengths, weaknesses, etc, this will become a very big and time consuming task for the employer to do (as well as causing stress levels to rise). Due to this, it can also be a while before every employee receives their development plan which of course will put the manager under more pressure to complete each development plan.

Another limitation to using individual development plans is that it may demotivate employees buy highlighting their weaknesses. If an employee has a lot of areas for improvement as well as being show their weaknesses this of course is going to cause the employee to become demotivated. Thus causing their productivity and progress to drop suddenly. If other employees feel the same, this can cause the entire department to become less productive as a result of being show their individual development plan.

To Measure:

We now come to the advantages and limitations of measuring employee performance. To begin with, I will be speaking about is 360 degree feedback. The main advantage of using 360 degree feedback is that both the employees and manager are able to get a better understanding and insight into how they seen as by other members in the work place. This could be where the manager will want to know what their employers think of them and what the manager could do in order to

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improve. To do this, the employees (subordinates) will provide the manger with suggestions and how they can improve. This of course is going to beneficial to both the manager and the business since the manager will be able to act upon these suggestions to help change for the better. This of course can have effects on how the business is now ran since the manager may be able to help run the business more efficiently that can lead to increase growth in sales as well as helping the business to expand and thrive more.

However, the main limitation of this is that when high levels or staff (such as a manager or supervisors) ask for honest opinions from employees it may be very hard to receive a totally honest opinion about the high level members of staff. The reason for this being is because since these are the employees superiors, they may fear that by saying that have room to improve and giving their honest opinion on how the really feel about how the business is ran, etc, they will give dishonest opinion that will offer no help to managers and supervisors. This of course is another disadvantage since employees may become stressed and give false ideas due to the fear of being fired for saying the “wrong” thing.

Next, we come too monitoring. One of the main advantages of monitoring within the workplace is that due to the employees being monitored, they know that if they are not seen as being productive or working hard then they are likely to get called up about their progress towards their objectives and deadlines which could risk their job within the company. Therefore, employees are more likely to work harder and become more productive if they are being monitored.

Another advantage of monitoring employees is that the manager can easily track their progress. Whether this is progress towards their work rate, objectives or to potential promotions, the manager can easily monitor the performance of each employee and track their progress. By doing so, the manager can decided on bringing in employees to either praise them and other incentives for further productivity (two things that would increase motivation) as well giving some employees suggestions if they are stuck or struggling with meeting their deadlines.

However, there are of course limitations too. One of the main disadvantages of monitoring the performance of employees is that the level or morale can be decreased if employees know they are constantly being monitored within everything they do. This of course will develop trust issues between the employees and the manager and can be off putting when working; leading to a potential decrease in productivity, motivation and efficiently. Another disadvantage would be that employees within the business might begin to behave in way that they feel their employer accepts rather than being themselves. This can hold back the development of employee’s weaknesses and areas of improvement and can also hinder employee’s productivity stopping them from working to the best of their ability.

Lastly, we come to overall assessments. The main advantage of overall assessments is that is will clearly show what the employer needs to do in order to increase performance, productivity, motivation, etc. Overall assessments gives a clear insight into the performance coming from each department and can praise employees for their high level of productivity, etc which of course will serve as a good motivational boost which will then go on to make the employee work harder; also helping to boost the overall performance for the entire department if multiple employees become motivated and start to work harder.

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Another advantage of overall assessments is that it provides crucial feedback to employees. This feedback will outline to the employee what they are doing right and the areas that they could further improve upon. Not only will this act as a motivational boost for the employee and make them strive to work harder, but offers the employee a chance to improve upon their weaknesses and eventually turn them into strengths over time; helping the employer to gain a more productive and motivated work force that will have various benefits for the business itself.

However, there are of course limitations as well. The main limitation to overall assessments is that it can create pressure on employees since the may realise that they are being monitored and assessed; likely to cause the employees to act differently as to how they would normally act on a day-to-day basis within the business; thus making the overall assessment less effective since it is based off of false information, also making it inaccurate. Another disadvantage would be that the time to assess each department within the business can take a long time – the time it takes increasing in size if it is being done within a much larger, international business.

In addition to this, there will also be various benefits of both measuring and managing employee performance. The first benefit of measuring and managing employee performance is that this will help ensure that the organization is able to achieve their corporate objectives. What this means is that the business will often set themselves objectives that they wish to meet and by measuring and managing employee performance, they will be able to increase (for example) the productivity of their employees or employees in specific departments. So, if the business set an objective of wanting to increase the overall productivity and efficiency by 24% as well as increasing the work rate by 10% in every department, by managing and measuring employee performance the business would be able to achieve these objectives as they will be able to find ways of increasing employee productivity, efficiency and their work rate.

It also important to measure and manage employee performance as from doing so you would be able to identify talent. The reason why identifying talent is important is because that every employee within a business will have their strong points (what they’re good at) as well as having a talent relating to a specific subject. If, for example, the business identifies that one of their employees is very good at handling customers but instead is working a job role where they re-stock shelves, then through identifying talent through the measuring and managing of employee performance they would be able to put to use the talents of their employees. Also, it can also help to identify training needs in employees as through measuring and managing employee performance it will also highlight what each employee is not so good at. As a result of this, the business will be able to identify training needs which they could then act upon and apply the necessary training to each employee; helping to improve upon their weaknesses to turn them into strengths.

Measuring and managing employee performance will also help the business in succession planning. The reason for this is because if they see that x amount of employees are falling below what the acceptable work rate is (etc.) then they could plan to replace the employees that failing to meet their set work rate. Of course, this is beneficial to the business as they are able to use succession planning through the measuring and managing of employee performance so that when employees leave, the job position that just opened will be able to be filled as soon as possible.

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Another benefit of measuring and managing employee performance is that it will help for career planning. Career planning is obviously important for the employees working in a business since they all have a working contract for several years with the business and at the end of the year, they may not be coming back to work for the business. Through measuring and managing employee performance the business will be able to identify each of the employees talents as well as their strengths and weaknesses and what job roles that they would best be suited in; this outlining the necessary information for employees so that when they are looking for work, they would be able to see what path they would like to take and what they need to do in order to work in the job role that they have chosen (experience, qualifications, etc.).

In addition to this, another benefit of measuring and managing employee performance would be that the business would be able consider equality and fairness aspects for the whole organization. Benefits of considering equality of fairness is that it will to create fairness within the organization as employees will be able to recognise that reward and promotion is based on merit and that the employees will know what they need to do in order to succeed; creating a “fairer” environment for the employees which can also motivate employees to work harder since they realise that through merit, promotions and other rewards will be available to them. Also, for the business to have equality then they will need to create transparency between themselves and their employees that allow them to be treated equally no matter what their skills, qualifications and job role is. This can be done through appraisals and feedback that would allow the manager of the company to ensure that equality is shown throughout the organization. Fairness and equality being important within business as it can help to create better and stronger work ethics between employees and help create a better working environment.

In addition to this, it should also be considered if that if everyone is appraised to the same standard as well as if the process for measuring employee’s performance is also the same across the entire organization. The reason for this is because some employees may be treated more harshly than others and vis versa, thus creating an un-fair environment. Therefore, it is important that evaluation process stays the same for all employees and that the appropriate measures are put in place to ensure that everyone is also appraised in the same way and to make sure that everyone is treated as equal. Moreover, it should also be considered that with managers and executives receiving huge bonuses for their work where questionably, employees that are lower down on the chain of command work just as hard yet do not receive the same bonus. So it should be considered that for fairness to be implemented across the organization, should the bonuses of managers and executives be considerably decreased so that employees lower down on the chain of command can get an increase in their pay rise.

As well as the benefits that I have spoken about, there will also be (of course) some limitations of the process as well. The first limitation of measuring and managing employee performance is what is known as subjectivity. Subjectivity is where you have a personal view against someone which can cause people to treat that individual different to what they treat other people. The reason why this would be a limitation is because if an employee has a subjective look on one (or more) of their employees then this could stop the employee from being able to receive promotions, bonus and rewards and consequently will halt them from being able to move and work their way up through the company. This of course is not ethical practice sine rather than the employee having
on objective look, they have a subjective look that will stop employee(s) from being able to work their way up through the company; this course not being ethical behaviour.

Another limitation of measuring and managing employee performance would be the risk of disengagement of staff. The disengagement of staff is where by an employee (or manager) will disengage from interacting with other members of staff in the business; this also including the employee to become de-motivated and unfocussed, etc. This risk is a limitation since if staff within different staff departments begins to disengage then this would lead to a break-down in communication and would cause them to become de-motivated and unfocused – thus effecting their productivity, work rate, etc. and the overall effect on the business could be that it would be functioning less effectively and efficiency which could also cause a decrease in sales and profits.

Furthermore, another limitation of measuring and managing employee performance would be the misdirecting of rewards. When a business is both measuring and managing their employee performance there will of course be some mistakes that would have been caused by human error. Due to this human error, there will be various problems of the misdirection of rewards since (for example) if you take a hard working employee that goes above and beyond to ensure they do more than just meet their objectives such as meeting their work rate, etc. and then take an employee who does just enough to meet their objectives and their work rate, a misdirection of rewards would mean that the employee whom does just enough to keep their job and to meet their work rate would be given the reward were as the hard working employee would not receive the award. In addition to this, the misdirection of rewards can also be where the employees who are only doing just enough to keep their job at the company are given rewards to help boot motivation and productivity acting as an incentive to make them work harder) were as hard working employees are not given incentives or are given rewards of less value.

Lastly, another limitation of measuring and managing employee performance is the fostering of unproductive activities. The fostering of unproductive activities is where by a member of staff may not be doing something in terms of work in the most correct or productive way. Of course, if this is not managed correctly through an appraisal then it is very likely that will continue in doing this activity in the in-correct manner; this also being able to spread to other members of staff that could soon create productivity issues. Through this, the manager of the company could soon have whole departments that are fostering unproductive activities which may affect the overall performance of the business.

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1 “What can be measured counts, what counts can’t always be measured” – Mr. Child