

ORGANIZATIONS MEASURE AND PERFORMANCE APPRAISAL

DR. RUBY CHATWAL

Professor,Dept. of Management Studies,MAE Alandi, Pune, Maharashtra

Abstract

Organizations measure individual performance, the skills of employees have, how well they are using those skills, how much they have contributed to customer satisfaction, how well they work with their colleagues, and to what extent they achieve (typically annual) objectives. Of course, there are exceptions to the HR-centric view of individual performance management, such as when individual sales people are measured on quota attainment, when production workers are measured on activity versus targets, or when managers are measured on budget variance, resource utilization, or some other financially oriented measure of organizational performance that is linked to their individual performance. But it is only in the advanced organizations that the measurement of individuals has anything directly to do with helping the organization achieve its strategic objectives. For this to occur, there needs to be a process for setting and cascading strategic objectives down into the workforce, along with the associated metrics of individual performance. Without this clear link to individual goal achievement, the most critical aspect of individual performance is not being measured – and everything else is indeed just an administrative hassle. To ensure individuals have what it takes to do the job- and to achieve their individual goals – management must define a set desired skills for each role in the organization, together objective criteria for determining competence in that role. Also needed is consistent, structured, frequent workforce performance review process. Evaluation of each individual should include input from co-workers, managers, subordinates, and perhaps even from clients and partners to achieve the goals set for the Organization. The Best Methods applied to evaluate each individual's skill of performance.