

A MODEL OF THE EVALUATION PROCESS OF THE HUMAN RESOURCES IN AN ORGANIZATION

Morar (Bonca) Olivia Diana*

*Valahia University of Targoviste, No.2, Carol I Bd., 130024, Targoviste, Dambovita County, Romania, e-mail: morar.diana@gmail.com

Abstract

Any organization has a great resource on hand, through its human capital. Analysing and knowing the potential of the human capital is 'a must', regardless of the size of the organization. This is why the evaluation process of the employees can be used as a tool to plan and develop the human resources and to benefit at the most from its talent, qualities and competencies, in an ongoing, movable market where the consumer sets the trends and plays the major role.

Key words: (maximum 6): employee, evaluation, competencies, goals, performances, self-evaluation.

INTRODUCTION

Any organization recognizes its strong or weak point in its human capital. Having the most talented, hard-working people in the company does not ensure the success, unless each person has his or her role very well defined. Knowing the area where each employee performs as his/her best is a must for the employer. That's why the process of the evaluation of the employees represents a very important activity which can be treated seriously.

MATERIAL AND METHOD

Each organisation establishes a process to evaluate its employees through the year. Based on this process the management has a clear view of the human resources, as it can be used not only as a tool to select the potential of the company the 'future' managers but also as an instrument to set priorities and goals for each person but also to encrypt the mission and vision of the organisation into the work of its employees. The evaluation process is very important as each individual needs to know how he/she performs, what are the areas where he/she feels very comfortable to work, what areas need improvement and how far can each advance. So looking at this process only as a employees' ranking, limits the potential and reduces its role, because by looking at different facets of the process the management can be provided with a relevant analysis of the human capital of the organization. To avoid any bureaucracy, many companies have

developed IT solutions to standardize and speed up the evaluation process and to ensure its transparency and clearance.

A fair evaluation process sets up a layout where some major standardised directions are established and advocated by the human resources department. Depending on the sector, the mission and vision of the company, there are some major objectives assumed by the management for a long, middle and short term. These objectives are transposed from the upper the base level of the hierarchy in the human resources and they have the role in guiding and evaluating the activities of each employee on an everyday base. And this is why the evaluation process is a yearly activity with a recurrent base and several phases.

In the initial phase, at the beginning of the year each manager together with each employee set up the objectives to be fulfilled in the current year by the employee, in accordance with the main objectives assumed by the organisation. The correlation of the current year objectives to the last year ones and to the last year results of each employee cannot be neglected in this phase as this is the basis of a developing and training plan. As the activities are being carried out through the year, in June a revision of the objectives is sometimes a solution to a more realistic and clear system of evaluation. Sometimes many events through the year can interfere with the activities of the employees. Some companies practice the rotation of the employees through departments and the mid-year review of the objectives can be a proper moment for the rotation.

The second phase “Performances vs. Objectives” is directly linked to the first phase. This is mainly undertaken by the manager for each employee who reports to him/her. In this phase a clear description of the employee’s performances is provided as a short analysis in linkage to each goal. The manager also concludes about each fulfilled/unfulfilled of each goal. Some managers have the ‘good practice’ of asking his/her employee to undertake this phase, mainly as a self-evaluation activity, when each employee has a moment of self-sincerity and self-recognition. From this perspective, the employee can be in an unpleasant or uncomfortable stage but when looking deeper at it gives the basis of a clear picture of oneself through the eyes of the organization and of the discussion with the manager about what went well and what went wrong. This phase normally takes place at the end of the current year.

The third phase, entitled “The Competencies Assessment”, is a common work of each employee and his/her manager. The employee finds him/herself in the phase of a self-evaluation as an individual. From a standardised list of competencies, each employee will establish 3 Strong Points and 3 Development Opportunities regarding his/her job. The manager’s role is to agree/disagree and provide comments for each

category. Again the employee goes through a process of identifying his strengths and his weaknesses and has the opportunity to discuss them and get a clear view of the manager.

The forth phase is performed by the manager and it is called “Overall Performances Rating”. The manager will give a rate for the overall performance of the employee through the current year. The rate is given based on a standardised scale at the end of the year.

These results/rates obtained through this evaluation process are very important for analysing and observing the human resources potential and also as a base for promoting the employees.

The manager will provide the commentaries and will advocate for the given rate, by providing strict facts which support the given rating.

The last phase involves a “Career Dialogue”, in which the employee has the chance to express his/her opinion in regards to his/her career interests, the mobility and expectation on the short term. This phase can provide important information about how the employees see their careers through the organization and in correlation with the identification of the strong points established in the third phase, the organization will be offered a clear image of its human potential.

This phase will also lay out a Development plan for the 3 identified weaknesses of the phase three. This plan is the result of the discussion between the employee and the manager. In general they agree on activities, trainings and workshops which will impact the areas to be developed and then they inform the human resources department for allocating the budget and organizing the participation.

It is desired by this phase to have an “Upward Feedback”, from the employee to the manger. The employee will establish the basic needs which will be correlated with the manger’s support. In this section, the employee will get the chance to emphasize the areas where he/she feels comfortable or uncomfortable in regards to:

- the understanding of what his/her managers want from him/her (the explanation of the business objectives and priorities, the explanation of the individual goals and of the human resources standards/policies, the development plan);
- the given opportunity to perform to his/her maximum (the establishment of the authority level and of the resources for obtaining the performance, the support for obtaining the performance);
- the constant feedback about his/her performance (the explanation the approach of the performance in business, providing the informal analysis of the current performance and information about the organization and the team);

- the offered coaching and support by the manager (offering coaching, training and the development plan);
- the recognition of his/her contributions (saying 'thank you', offering a positive approach of the development opportunities, giving feedback in regards to high performances).

A scale of "Good", "I need more", "I need less", can be used for the Upward Feedback.

CONCLUSIONS

The advantages of a well-defined evaluation process are:

1. The employees' goals are established in relation with the organisation objectives;
2. There are results and key deadlines established and assumed;
3. The performance of last and current year are linked to the organizations standards;
4. The re-evaluation and evaluation are the basis for a payroll linked to the performances,
5. The evaluation process has a 'results driven' profile, as the manager and the employees agree on a set of goals which are the basis for the evaluation of the performances;
6. The employees are being engaged in the process of evaluation moreover, sometimes they are asked to undertake a self-evaluation;
7. The manager has a role of the adviser rather than a critical role;
8. The clear goals acknowledged and assumed by the employees shape their behaviour in the right way - striving for the achievement;
9. The evaluation discussion between the manager and employee follow the script 'tell and listen'', as after setting the goals, each employee takes action in completing the tasks which flow from the goals and the progress can be monitored and evaluated;
10. There are specific actions being taken by the manager and the human resources department for developing the employees and helping them to achieve their goals.

REFERENCES

1. <http://www.kraftfoodscompany.com/home/index.aspx>
2. Purdea D., Jaradat M., 2011, Managementul general al resurselor umane, Editura Risoprint, Cluj-Napoca;

3. Jaradat, M.; Manole, I.; Purdea, D., 2009, Euromanagementul resurselor umane, Editura Risoprint, Cluj-Napoca.