

# **PERFORMANCE EVALUATION**

## **BASE PROQUEST**

### **Putting HR on the score card**

*Workforce*; Costa Mesa; Mar 2000; [Charlene Marmer Solomon](#);

**Abstract:**

*GTE is the winner of this year's Workforce Optimas Award for Vision. Not long ago, Garrett Walker, GTE's director of HR planning, and 7 other HR specialists, was given a mission: to create and implement a tool that would measure HR's contribution to the business. To do this, they had to fold HR's vision and strategy into GTE's business objectives, integrate them in all the company's work units, and then measure their effectiveness. They came up with GTE's HR Balanced Scorecard, a strategic measurement system that would use hard data to demonstrate HR's contribution to the bottom line.*

### **Employee compensation: What gets rewarded is what gets done**

*Compensation & Benefits **Management***; Greenvale; Spring 2000; [David W Kinne](#);

**Abstract:**

*Managers dread giving performance and salary reviews. However, with a values-based system of goals - expressed as a compensation matrix - the process can be more productive.*

### **Best practices in **human resources****

*Cornell Hotel and Restaurant Administration Quarterly*; Ithaca; Feb 2000; [Cathy A Enz](#); [Judy A Siguaw](#);

**Abstract:**

*A landmark study based at Cornell University found a substantial number of hotel companies engaged in innovative **human-resources** practices. Several firms developed a bundle of practices that include such elements as employee empowerment, interactive CD-based training, **performance evaluations** and guest surveys. Illustrative of those efforts is Cendant's 5-prong diversity initiative, which has encouraged more than 50 minority entrepreneurs to become franchisees. Many of the best practices, however, focused on one of 5 types of HR practice: 1. leader development, 2. training and knowledge building, 3. employee empowerment, 4. employee recognition, and 5. cost **management**.*

### **Performance consulting: One organization, one process**

*Training & Development*; Alexandria; Aug 1999; [Tom LaBonte](#); [Jim Robinson](#);

**Abstract:**

*The alignment of process, organizational structure, and performer readiness is critical to*

integrating **human resources** and other departments into one performance consulting function. Alignment begins by adopting a common process as a blueprint for working together effectively. A **human** performance improvement (HPI) process typically includes 3 phases: 1. partnering, 2. assessment, and 3. implementation and measurement. Parallel with developing the HPI process there has to be consensus on a structure that will support the new process. The key steps an HPI team must take are discussed, including: 1. getting started, 2. orchestrating the transition, 3. building HPI practitioner commitment, 4. gaining senior **management** support, and 5. measuring impact

## **Using performance measurement in human resource management**

*Review of Public Personnel Administration*; Columbia; Spring 1999; [Evan M Berman](#); [Jonathan P West](#); [XiaoHu](#) [Wang](#);

### **Abstract:**

This article examines the use of performance measurement in **human resource management**. Based on a survey of countries with populations over 50,000, it finds that performance measurement is widely used. Many measures reflect traditional concerns with compliance, but measures are also used to assess **human resource management** reforms in recruitment and compensation. This study also finds that mission-orientation and broad support affect the use of performance measurement in **human resource management**, as well as technical ability to gather such data. Many efforts are relatively recent, and thus it is too early to tell whether these measures will find enduring use.

## **Best practice and best fit: Chimera or cul-de-sac?**

*Human Resource Management Journal*; London; 1999; [John Purcell](#);

### **Abstract:**

The search for the effect of types of HRM on organizational performance has tended to focus on a universally applicable best practice model of high commitment **management**. It is suggested that there are fundamental problems with this approach both in theory, especially the lack of a link with company strategies, and in the design of research programs. If a universally applicable model can be found, then the remaining problems are to define much more precisely the components of HCM and their interconnection, and to explain why so few firms seem to adopt HCM despite its manifest benefits. The alternative approach of "best fit," matching HRM to the contingent variables of the organization, can, in theory, be linked to competitive strategies, but the current conception of types of strategies used by researchers is poor and it remains impossible to model every contingent variable. In place of the inevitably static nature of contingency analysis it is suggested that a focus on the contribution of HRM in the context of the **management** of change is likely to be more fruitful for future research and prescription.

## **Beyond the balance sheet: Measuring intangible assets**

*Chief Executive*; New York; Nov 1998; [Margareta Barchan](#);

### **Abstract:**

With the Information Age, more companies are finding that those assets most easily measured are not necessarily most valuable. Increasingly, companies will be forced to

measure intangible assets in a predictive way that is more reflective of how the company is actually run. Knowledge that is captured and turned into an asset is indeed a commodity one can count on to improve performance of the company and help generate profits. Celemi is a global company that creates learning processes to support large-scale change and improve business performance. How Celemi was able to establish performance measurements for their intangible assets is explained.

## **Top 10 calculations for your HRIS**

HR Focus; New York; Apr 1998; [Jac Fitz-enz](#);

### **Abstract:**

**Human resource** information systems (HRIS) are helping to change the tired, old perception of HR as non-strategic members of business. The top 10 business performance calculations that HR can run on its HRIS, according to Jac Fitz-enz, founder and president of the Saratoga Institute, include: 1. healthcare cost per employee, 2. pay and benefits as a percent of operating expense, 3. turnover cost, and 4. **human** value-added.

## **Show and tell**

People **Management**; London; Feb 5, 1998; [Andrew Leigh](#);

### **Abstract:**

It is argued that the most powerful indicators of future business performance are **human resources** practices. Research from Michael West and Malcolm Patterson on how the **management** of people affects business performance is an important piece of in-depth analysis. Trainers and developers can draw upon this research to support their case when potential clients ask them to demonstrate the value of the services they provide.

## **Managing employee performance**

HR Focus; New York; Feb 1998; [Anonymous](#);

### **Abstract:**

Organizations are incorporating individual competencies into their performance **management** systems to better manage their talent toward achieving business goals. The process comprises 3 primary stages: 1. performance planning, 2. coaching and feedback, and 3. **performance evaluation**.

## **Mentoring: A results-oriented approach**

HR Focus; New York; Feb 1998; [Erik J Van Slyke](#); [Bud Van Slyke](#);

### **Abstract:**

Mentoring can be an effective way to integrate employees into the core of the organization. A 7-step checklist to link mentoring to desired performance outcomes and measures: 1. identify potential at all levels, 2. develop the right skills, 3. protect your people investment,

4. develop individual employability, 5. foster communication, 6. break down boundaries affecting high performance, reinforce organizational mission, vision and values.

## **BASE EBSCO**

**Title:** Making Sure Employees Measure UP. (cover story)

**Subject(s):** [EMPLOYEES -- Rating of](#); [PERFORMANCE standards](#)

**Source:** [HR Magazine, Mar2001, Vol. 46 Issue 3, p36, 6p, 1c](#)

**Author(s):** [Joinson, Carla](#)

**Abstract:** Discusses *performance* appraisals of employees. Effect of flawed *performance evaluation* systems on employees; Advantage of formal appraisals; Information on the *performance* management system created by Ann Heilman, administrator of the state of Idaho's division of human resources; Factors to consider in establishing *performance* standards. INSETS: Elements of a Good Appraisal; Different Strokes: Making Informal Reviews Work.

**Title:** Employee evaluations take new, varied forms.

**Subject(s):** [PERSONNEL management -- Washington \(State\) -- Spokane](#); [BUSINESS enterprises -- Washington \(State\) -- Spokane](#)

**Source:** [Journal of Business \(Spokane\), 01/25/2001, Vol. 16 Issue 3, pA15, 2p, 1bw](#)

**Author(s):** [Burke, Anita](#)

**Abstract:** Focuses on variations in the way Spokane, Washington business enterprises evaluate employee *performance*. Technologies used in employee *performance evaluation*; Overview on the employee feedback *evaluation* method utilized by Washington Trust and Boeing Co.; Importance of employee *evaluation* for business enterprises

**Title:** Evaluate your *performance*.

**Subject(s):** [EMPLOYEES -- Rating of](#); [EXECUTIVES](#); [COMMUNICATION](#)

**Source:** [Design News, 12/18/2000, Vol. 55 Issue 24, p150, 3/4p](#)

**Author(s):** [Gautschi, Ted](#)

**Abstract:** Deals with the *evaluation* of employee *performance*. Goals of employee *performance evaluation*; Reasons behind the difficulty for supervisors to evaluate their subordinates; Importance of two-way communications between employees and the company in employee *evaluation*

**Title:** Giving and Receiving *Performance* Evaluations.

**Subject(s):** [EMPLOYEES -- Rating of](#); [PERFORMANCE](#); [COMMUNICATION in industrial relations](#)

**Source:** [CPA Journal, Dec2000, Vol. 70 Issue 12, p22, 5p, 1c](#)

**Author(s):** [Koziel, Mark J.](#)

**Abstract:** Provides tips on how to conduct a successful employee *performance evaluation* system. Discussion on the use of *evaluation* as a guide for employee training; Creation of goals and *performance* feedback; Importance of communication between employee and management.

**Title:** Lessons in evaluating CEO *performance*: Tell it like it is. (cover story)

**Subject(s):** [CHIEF executive officers -- Rating of](#); [EMPLOYEES -- Rating of](#)

**Source:** [Directorship, Oct2000, Vol. 26 Issue 9, p1, 2p, 1bw](#)

**Author(s):** [Lochner Jr., Philip R.](#)

**Abstract:** Outlines a process for formal chief executive officer (CEO) *performance evaluation*. Factors to be considered by the board of directors before evaluating a CEO; Problem in CEO *evaluation*; Way to start a *performance* discussion with a CEO.

**Title:** 86 Your Appraisal Process?

**Subject(s):** [EMPLOYEES -- Rating of](#); [PERSONNEL management](#)

**Source:** [HR Magazine, Oct2000, Vol. 45 Issue 10, p199, 5p, 1c](#)

**Author(s):** [Segal, Jonathan A.](#)

**Abstract:** Discusses the disadvantages of the employee *performance evaluation* system or appraisals and how a company improved it. Tendency to discourage collaboration; Inconsistencies; Value limitations; Short-term orientation; Development of emotional anguish among employees. INSET: The Benefits of *Performance* Appraisals, by Jonathan A. Segal.

**Title:** Designing a 360 degree Feedback System to Improve Employee *Performance*.

**Subject(s):** [360-degree feedback \(Rating of employees\)](#); [PERFORMANCE -- Evaluation](#); [EMPLOYEES -- Rating of](#)

**Source:** [HR Focus, Sep2000, Vol. 77 Issue 9, p7, 2p](#)

**Abstract:** Presents information on the 360 degrees feedback system designed to improve employee *performance*. Details on the framework of the system. INSET: What the TVA Learned About 360 Degree Feedback.