



KURSUS PEMANTAUAN PRESTASI KERJA

Slot 1 – Understanding PMS

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BFT

WHAT IS PERFORMANCE APPRAISAL?

Performance appraisal is evaluating an employee's performance and measuring it against what is expected of him/her in the current job.

KEY FEATURES OF PMS

■ PERFORMANCE GOAL SETTING

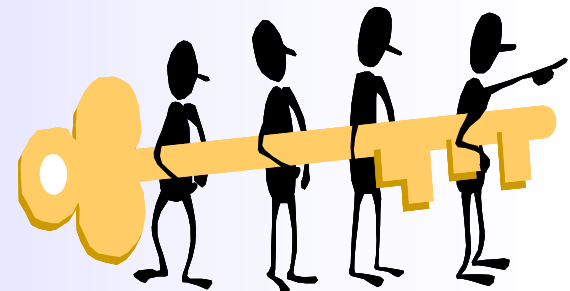
- Division goals cascade to individual goals
- SMART goals

■ MANAGING PERFORMANCE

- Performance tracking and review
- Coaching and counseling
- Performance appraisal

■ CAREER PLANNING

- Proactive training and development



DEFINITION

- **Key Result Area (KRAs)**

..are the critical responsibilities that have major impact to the Division's / Company's effectiveness, efficiency & achievement of business goals

- **Individual Performance Goals**

...are statements that describe the specific results to be achieved within each KRAs for a given period of time

- **Measurable Criteria**

...quantitative & qualitative basis to measure a performance goal

THE PEOPLE INVOLVED

➤ **EMPLOYEE**

Is the employee whose goals are jointly set, tracked and reviewed.

➤ **APPRAISER**

Is the immediate superior of the employee. He/she is expected to jointly set goals, provide feedback during the cycle and jointly review performance at the end of the cycle.

THE PEOPLE INVOLVED

➤ REVIEWER

Is the appraiser's immediate superior. He/she is expected to moderate and review the appraiser's appraisal.

➤ HOD/GM/DIRECTOR

This person will approve / disapprove and moderate recommendation.

GOAL SETTING

□ Steps :

- Identify KRA from Business Plans
- Not more than 6 KRAs
- Identify Performance Goal for each KRA
- Specify Measurement Criteria
- Give Weightage

□ What Need To Be Discussed

- Agreed Performance Goals and Job Behavior Expected
- Measurement Criteria

- ❑ **Employee and Manager jointly set Performance Goals for upcoming year**
- ❑ **Use Business Plans as input**
- ❑ **Related to products / services provided to customers (client, managers, etc)**
- ❑ **Effective objectives are :-**
 - Specific objective and measurement criteria**
 - Measurable**
 - Action - oriented**
 - Realistic and Attainable**
 - Time Bound**

□ Example KRA : Project Progress

Performance Goals	Measurement Criteria	Weightage
To achieve progress for Link House Phase 2	- 50% progress by 31/5/2008	30%

YEAR-END REVIEW

- ❑ To determine performance achievement, career planning achievement, appropriate reward and promotion (if any).
- ❑ Steps :
 - Job Output (Form I only)
 - Complete Final Review column
 - Determine scores
 - Job Behaviour (Form I only)
 - Determine scores
 - Performance Areas (Form II only)
 - Determine scores

PROBLEM IN APPRAISAL SYSTEM

a) Lack of objectivity

Factors such as attitudes, loyalty and personality are subjective and difficult to measure. Appraisers must try to remain as objective as possible to ensure that there's no claims of bias.

b) Halo error

This error occurs when evaluator perceives one factor as the most important and gives appraisal based on this one factor. For instance, an evaluator who notices that an employee is sloppily dressed may use this factor to give that employee a perhaps-undeserved low rating.

PROBLEM IN APPRAISAL SYSTEM

c) Horn Effect

A recent bad impression influence the perception of the whole year's performance

d) Central Tendency

Avoidance of having to make hard decisions or to differentiate performance extremes by scoring the “average” zone

e) Fatigue

Rush through the appraisals due to time constraint or doing last minute work leading to lack of objectivity or differentiation

f) Leniency/Strictness