

PERFORMANCE MANAGEMENT SYSTEMS IMPLEMENTATION AND PRACTICES DURING AND AFTER THE EMPLOYEE TRAINING PROGRAM.

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Abstract:

The raising competition between firms and the need to effectively respond and accommodate the changes has become a game changer. The organizations are rapidly changing operational conditions, and changing need of HR, has pushed the organizations to effectively manage their employees as well as to understand the concept and factors affecting on the employee performance.

The purpose of this paper is to understand why training programme is important in an organization and understand the need of assessing its effectiveness. This paper clearly helps to understand the phase by phase approach of performance evaluation during the training programme by suggesting a framework for the same. The paper throws more light on how improving KPI's is related with training and also is recommended as the right methodology for assessing the training effectiveness in an organization.

Keywords: Adaptability, Proactivity, Employee performance, Performance Management.

Introduction

Appreciation helps to build positivity amongst the employees. It acts as a dose of motivation for better performance. Every company appreciates its star performers, it does not keep it a secret and this process is called as performance appraisal process or performance evaluation.

Performance appraisal is also known as performance review or the performance evaluation used by the companies to assess the performance of an employee and to recognize them for their remarkable contribution towards the organizational betterment. Hence, this process can be defined as the process of checking and evaluating the performances of individual employees as per the organizations requirements (standards). An employee will be assessed both on the job performances as well as the behavioural traits like versatility, quality of work, efficiency, cooperation, and teamwork, etc.

The companies always have to effectively define the performance appraisal policies and methods. The process of performance appraisal should succeed in making the employee happy and satisfied. The company policies should make the employees motivated to deliver more. The performance appraisal methods have its own pros and cons. There are no appraisal methods which in common accepted worldwide by the organizations. Strauss and Sayles's classification of appraisal methods are widely used across the industries for performance appraisal.

As per the Strauss and Sayles classification, there are traditional and modern methods of performance appraisal. The key difference between the traditional methods and the modern methods of performance appraisal are that traditional methods of appraisal are more work-oriented or goal-oriented and does not pay attention to employee's other strengths whereas the modern method of performance appraisal focuses on employee's personality traits like creativity or leadership skills etc.

Best 5 appraisal methods

Many methods are used for evaluating the performance of an employee and are classified as traditional and modern methods of performance appraisal.

The methods used for performance evaluation varies for the employees who have gone through training programme. The training department's employee review process is a bit different from the methods of measuring performance that we are quite used to.

Apart from the regular performance appraisal that checks on the key performance indicators (KPIs), required competencies, and the company expectations, training evaluation includes emp employee behaviours or reactions, assessment results, and evaluating whether the training programme helped in the overall development of the organization or not.

There are many flavours of performance evaluation methods. Since the focus is more on understanding the impact of training and development, we got to orient more using employee evaluation in terms of effectiveness of the training programme. The first step in the evaluation process is to get the feedback from the trainees who attended the training programme. It's very important to get the reactionary feedback from the participants which tells about the trainer, instructional designer and the training manager. The right feedback will help the organization to understand the functioning of the training team and the areas of improvement.

Collecting the reactionary feedback is usually done at the end of every topic and at the end of every session. Usually the opinions are collected about the content delivery, time, venue,

content relevance, aids used and the many more. The most important part of this activity is getting the feedback on the relatedness and how the course can help the employee in improving their effectiveness at work. The relation between training and the job effectiveness has to be assessed in this activity.

The second step of evaluation concentrates on the knowledge or skill check. The instructors for better learning always have to include skill base learning which can be achieved through practical based learning. To evaluate the amount of learning and understanding by the trainee, the training programme should always provide written tests or practical based evaluation to the trainees periodically. From the training and development perspective the trainers can employ written tests or simulation assignments to evaluate the trainees or learners.

The phase of evaluating the learning outcome of an employee during the course can be done during the mid of the course or at the end of course. Training objectives (as compared to performance / terminal objectives, which will be discussed later on) are evaluated against the standards which will help the organizations to understand and check on the amount of employee learning happened as per the requirement or not. The employees who have displayed a considerable amount of required skills and knowledge during the evaluation will be provided with the certifications. This is the third step where the organization tries to understand the employee behavioural change connects it to the training programme effectiveness.

Next step is to check the acquired skills by the employees during the programme and to check its effectiveness by observing the employee application of learnt concepts in the work environment. The assessing of employee performance is usually considered as an activity to assess whether the employee is applying the skills acquired in the train programme in the job or not. If yes, to what extent is it used. It is always important to remember that the evaluation done in step 1 and step 2 are different. There is a popular saying that “What looks good on paper doesn’t necessarily reflect what happens in real life.” The same logic applies to this evaluation phase – trainees might have excelled and would have received certifications, but its not an indication that the employee has acquired the required skills widely. To add, this kind of evaluating the workers training is with respect to the amount of skills learnt during the training and how it is applied at work. This approach cannot involve quantitative parameters of performance but has more of measuring qualitative data. Hence, the usual adapted methods of data collection include observations, interviews, and surveys.

The terminal objectives are the basic input at this level. Both terminal objectives and key performance indicators are considered in to account. Right analysis will help to explore the impact of employee performance post the training programme, which will help the organization to understand the effectiveness of the training programme.

It also understood if the trainees have completed the performance goals as indicated by the course of objectives and hence, serve as a medium to understand the effectiveness of the training program. If learning objectives are the expected outcomes that come immediately after a learning session, terminal (or performance) objectives are expected outcomes that will directly impact the employees' on-the-job performance in the long term.

The effective attainment of the defined terminal objectives is understood by assessing whether there was a remarkable increase in the specific KPI's or not and helps to understand the effectiveness in terms of organizational goal attainment. This method of evaluation of performance is done periodically about the employee. The review process can happen once in a week or in a month. Many companies do it quarterly or yearly as well. However, it is at the discretion of the company to decide the period for performance appraisal. Usual methods to be used at this stage is performance evaluations or business reviews as assessment tools.

Conclusion:

This paper helps to understand the importance of training-based performance appraisal in an organization. It also helps to understand how the performance of the employees is assessed during the training programme. A better-defined appraisal method can rightly identify the effectiveness of training. The training programme and the appraisal should always be oriented towards skill-based evaluation. The training programme should always help the employee to better perform on the job, to evaluate the same a phase by phase evaluation framework is been suggested in the paper. This paper explained on how the learning objectives of training can help to improve job performance through increased KPI's of the employees that leads to organizational development and sustainability.

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