

STAFF EVALUATION

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Abstract:

A procedure which analyzes the personnel at the work place in order to reveal the way professional obligations are accomplished is known as an evaluation. The general evaluation methods (marking and global appreciation) imply the existence of descriptions and specifications aspects for every job. There are also a series of special evaluation methods that are used for a specific personnel category. For assessing the realistic appreciation of an employee, one must firstly characterize the job, under the requirements' aspect and the specific particularities. A performance level is assessed using a five measure scale, starting from I to V. Employee's assessment must represent a way of identifying the professional employee leading potential, and a solution series in regards of company's HR improvement.

1. INTRODUCTION

The **evaluation** stands for the procedure which analyzes the personnel at the work place in order to reveal the way professional obligations are accomplished; it contributes in setting the necessities, promotion aspects, rewards and punishment and improvement modalities, in the same time founding the future orientation of the company.

Human Resources Management (HRM) follows two categories of methods in personnel evaluation: general methods and special ones.

2. GENERAL EVALUATION METHODS

They are methods that can be applied to any of the firm's employee, regardless the position.

Marking is a method used at a large scale within countries using market economy and consists in attributing a mark representing the way the employee accomplishes his duties within his job.

Global appreciation synthesizes the main qualities, especially within employee's job and performances. It is shown in grades: very good, good, sufficient, poor.

The functional appreciation fulfils the evaluation on a knowledge, qualities, aptitudes, and behaviour basis of an employee with the requirements of the actual job or following one.

This evaluation mode implies the existence of descriptions and specifications aspects for every job. The comparative examination underlines possible non-synchronizations leading either to job's content modification (rarely), or to training, promotion or retrograding of the evaluated employee.

3. SPECIAL EVALUATION METHODS

This category of methods is used for specific personnel category: leading boards and high-qualified specialists. In these situations, one may use self-evaluation tests and evaluation centres.

Following our documentation and basing upon specific literature, especially in the case of some tourism agencies across the Black Sea shore, some aspects that we will remind further have been revealed.

Each employee cares for an objective appreciation of his/her potential and activity since he might better recognize the opportunities offered by the firm, improvement requirements and possibilities for his professional training, his/her professional career perspectives within that particular organization, wage improvement opportunities etc. The appreciation systems must be particularized considering each of the employee's activity's profile; for this one may need:

- Employee appreciation considering the requirements, particularities of his/her workplace
- Differentiated appreciation, by means of the particular responsibilities for:

a) managers;

b) personnel.

- Employee appreciation concerning the workplace's particularities and requirements.

For assessing the realistic appreciation of an employee, one must firstly characterize the job, under the requirements' aspect and the specific particularities, going to set afterwards in which manner the employee's qualities match the position.

A workplace examination might be differently done by:

- ✓ a workplace analyst;
- ✓ the employee;
- ✓ experts board.

If a workplace analyst examines a job, then he must follow a series of observations and create a descriptive report where he should specify the characteristics and requirements of the job, including:

- ✓ Material aspects: equipment elements, processed materials, used tools;
- ✓ Requirements regarding the employee's solicited physical qualities, and assumed risks;
- ✓ Activities in progress;
- ✓ Relationships that must be maintained according the job's profile;
- ✓ Leading, coordination and control activities ;
- ✓ Requirements regarding intellectual qualities of the employee: creativity, intelligence, logic, synthesis, level of initiative and autonomy.
- ✓ Following the examinations of a workplace, one must synthesize the solicited requirements for an employee on a different plan basis:
- ✓ Regarding the professional aspect: technical competencies, level of general knowledge on a study basis, professional experience;
- ✓ On an intellectual and psychological basis: leading capacity, forecasting, organizational, training, coordination, negotiation abilities; behavioural characteristics required by that particular job. The synthesis of these exigencies done for a particular job, is presented within a document called "The Job Profile"; according to the document's content each employee has to be separately assessed.

In order the appreciation to be more eloquent, one may proceed to marking the job's solicited qualities and specific qualities of the employee within that job.

The more realistic the employee's assessment, the more adequate job requirement setting, in relationship to which the employee's qualities are estimated; moreover, an adequate professional training is required to individuals estimating the employee's quality level in relationship to workplace's requirements.

Personnel assessment is done by its leading manager, following to be evaluated by the supreme hierarchical manager; after the examination of the presented elements and the remarking some observations, one has to resend the final assessment's aspects:

- ✓ achieved results within the occupied position;
- ✓ professional orientation;
- ✓ employee's potential;
- ✓ professional development perspective.

Following a series of documentation undertaken within some tourism agencies, and the specific related literature, it is estimated that the performance level is assessed using a five measure scale, starting from I to V, representing:

- I. exceptional performance;
- II. job's requirements superior performance;
- III. performance corresponding to the job requirements;
- IV. sufficient performance, which needs future improvement;
- V. poor performance, below job's requirements.

This marking system has to be known by all employees in order for them to know the criteria and modalities they are being assessed within that particular organization.

*Should we emphasize that the documentation undertaken within some of the **travel agencies in Constanta County**, unearthed errors, especially in the final part of the personnel assessment process:*

- in order to assure a full objectivity and transparency, the employee had to be presented specific chapters from the assessment file that could allow him know the way he is evaluated, and mostly, for clarifying some disputable aspects regarding:
 - ✓ the elements assessed on an inferior level and the existent improvement possibilities;
 - ✓ the elimination of some misunderstandings in regards of assessment mode.

The assessment file presentation and the discussions held with the employees weren't finalized within a synthesis that should have been recorded in that particular file, which should mention that the particular employee is satisfied with his/her job, what are his/her professional aspirations and if it is the case, other elements relevant to the professional background.

That should be the case if the professional potential assessment and each employee's perspective are confidential (must be done by both the department manager and the hierarchical one).

Note:

For the leading boards, the assessment methodology presents some mutual elements in relation to the actual situation; however, some aspects are missing from the assessment file, focusing on the responsibilities' specific nature and on the solicited qualities for that purpose.

After assessing the employees, the HR departments must get these documents on a hierarchical way; further, one may proceed to setting measurements in regards of some employees' professional training or of workplace's interchange, promotion etc.

We consider an important aspect the fact that employee's assessment must represent a way of identifying the professional employee leading potential, and later on applying, according to this, a solution series in regards of company's HR improvement.

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