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Week 5 Case Study

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Week 5 Case Study

The experts recommended that the administrators not be forced to ensure that half of the secretaries do not attain the 'excellent' mark. They also claimed that the appraisal process is not tied to the salary increase of the employees. Their recommendations will be sufficient to get most of the administrators to fill out the rating forms correctly. Following the directive that only a few secretaries should be rated excellent is unfair. The administrators would be forced to fill in the wrong information to adhere to the rules rather than objectively approaching the process.

Not linking the appraisal with a salary increase would prevent compensation overshadows the need to review. When the two are related, the employees focus more on the payment instead of reviews that help them determine strengths and weaknesses. Besides, being objective in giving reviews is challenging, as administrators have varying ways of interpreting performance, which would result in confusion and conflicts in the organization. Therefore, the payment issue and reviews need to be handled differently to bring fairness and avoid conflicts.

Additional actions are also needed to resolve the issue. As the experts claim, the form currently used is not exact on what excellent performance seems. The leadership team needs to develop a detailed form, explaining the fundamental aspects evaluated and how the rating is done. It makes the administrators evaluate performance better other than applying personal ideas. The secretaries also need to be informed of the areas assessed during evaluation.

Educating them brings transparency, in that when they get low marks, they can quickly tell why and the actions they need to take. Other than educating them, the need to participate in developing the appraisal methods. It is necessary to do so so they feel part of the decision-making team because the ideas picked affect them directly. As a result, the

leadership team and the secretaries agree, making the operations smooth as each party understands what is expected.

I think Vice President Winchester would be better off dropping the graphic rating forms and substitute with the word standard approach technique. In the graphic model, employees' traits are listed and rated based on each trait scale. The method aims to separate the employees into tiers, which I feel is unfair because some administrators could be strict while others are lenient. It would make the workers prefer to be evaluated by some leaders over others, bringing misunderstanding.

On the other hand, in the work standard model, the management develops goals and targets in line with the results expected. The standards are integrated into the company's performance appraisal process, meaning the secretaries understand what is expected of them. The administrators' personal views are eliminated, as they have to stick to the criteria developed. They could also account for the choices made in case an employee is not contented with the rating. I find the method more accurate and objective so that the Vice President could apply it.

If I were Rob Winchester, I would apply the management by objective performance appraisal system for the secretaries. It is where the employees and the employees develop goals together, which need to be attained quickly. The workers are evaluated using the goals, in that if they are achieved, it is said they are excellent, and if not, it is a failure. I would prefer it because I believe that when employees participate in goal setting, the chances of meeting them are high.

I feel so because having similar expectations motivate people to work as a team and increase self-awareness of how one would maximumly contribute to attaining the goals. As experts said, the evaluations need to guide on the needed counseling. With the management by objective, the workers and employers cooperate to determine the causes of failures after

which training is offered. Therefore, I feel the method would favor the organization and empower the employees to be better.

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