Designing a Methodology for Evaluation of Staff in the Organization

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ABSTRACT
The design of an evaluation system of performance is an important and unique task for any organization. In this article methodological aspects when designing a system for assessing staff are discussed. Defined are the stages through which flows the evaluation of staff and a methodology for conducting it is proposed.

Keywords
Evaluation of performance, personnel, stage, methodology

1. INTRODUCTION
The evaluation of work performance is a complicated and complex process that involves the creation of a system not only to increase the efficiency of the organization, but also the motivation of the employees.

Many factors influence the designing of the methodology for evaluation of work performance - size and activity of the organization, specifics of workplaces, composition and structure of the staff. It is necessary to take into account the impact of external factors such as labor legislation in the country, rate of inflation, unemployment and others. In the literature most often is used the following methodology of evaluation which includes 4 main stages [1], [2] and [3].

Stage 1 - Preparation. The criteria for evaluating the workplaces and positions in the organization are determined. A set of indicators is prepared the main of which are: quality and quantity of the work performed. In some organizations arises the problem that is performed evaluation only of the workplace or the qualities of the employee, rather than the work performance.

Stage 2 - Development of assessment procedure. In this stage the following questions are answered:
Who will perform the evaluation and at what periods?
Which methods will be used in the assessment process?
These questions are answered depending on the type and size of organization, the number and the structure of the hired personnel, organizational structure of the department of human resources management, organizational changes as a result of technological and technical innovations and more.

Stage 3 - Conducting assessment. The information necessary for the assessment is analyzed and the chosen method of the evaluation is applied. At this stage the results of the evaluation are summarized.

Stage 4 - Discussion of the evaluation with the employee and decision making. This stage is important because the discussion of evaluation not only allows feedback between staff and management, but also helps to increase the employee motivation.
In other organizations assessment of performance is limited to 2 stages:
Stage 1- Conducting the assessment.
Stage 2 – Decision making on the basis of the result of the evaluation.

Regardless of the purpose of the assessment and the procedure adopted in the organization it is necessary for the performance evaluation to be carried out in the following areas:
- Characteristics of the staff - professional knowledge, skills, experience and personal qualities of employees;
- Efficiency of the activity of the employee - the results of work for a certain period of time;
- Job position - its value to the organization.

In the literature sources there are different views on the stages through which the assessment of work performance passes, but six main stages in the evaluation process can be distinguished [4].
a) Determination of the performance standards.
b) Definition of the objectives of the assessment;
c) Evaluation of performance;
d) Comparison of the performance with the standards adopted in the organization;
e) Discussion of the evaluation with the staff;
f) Making corrections action if necessary.

Other authors [5] defines five stages in the evaluation of staff: Performance planning, Performance execution, Performance assessment, Performance review, Performance renewal and reconstructing.
A. Ljubomirova [6] emphasis on feedback between manager and evaluated employee and defines the stages of evaluation the state officials in Bulgaria in the following sequence:
- Preparation and coordination of individual work plan at the beginning of the period;
- Meeting in mid-term;
- A closing meeting and determination of the overall evaluation of the job performance at the end of the period (discussion, interview).

2. DESIGNING A METHODOLOGY FOR EVALUATING
The management of each organization applies its own procedure and technology for assessment. The evaluation process involves

many subjective moments. "The approaches in the implementation of this process cannot be copied, they are specific and depend on the context of the internal and the external environment in which operates the respective company" [7]. There are as many assessment procedures, as many organizations and managers exists, but compliance with certain rules and consistency in work would assist this process. When developing an assessment procedure, the following questions should be answered:

Does the proposed methodology give accurate and relevant results?

Is it appropriate to motivate the staff?

What are the costs of labor and time for its implementation?

When designing a methodology for evaluating, the following main stages could be followed:

2.1 Decision Making On Designing and Developing

A system for evaluation of performance in the organization. This stage is performed in two main directions:

- Improvement of the existing evaluation system;
- Design and implementation of a new evaluation system.

This process involves managers and employees of the Department of Human Resource Management. The active participation of the managers is an important requirement for the successful operation of the process, since the evaluation procedure is linked at a later stage to the preparation of orders and other necessary documents. At this point the purposes of the evaluation are determined:

- Increasing key performance indicators of the organization;
- Increasing staff motivation.

At this stage the prognostic and planned economic indicators are identified, surveys of the opinion of personnel about motivation are conducted. The stage goes into the following sub-stages:

2.1.1 Creating a working team - The team includes managers, specialists from the Department of Human Resources, lawyers and specialists from the Department for Safe and Healthy Working Conditions. In order to increase loyalty to the organization, employees with good performance at work could be included.

2.1.2 Analysis of the activities of the Organization - Key business processes, the management system, strategic and tactical objectives are evaluated and analyzed;

2.1.3. Analysis of the existing system for staff evaluation - Existing job descriptions and jobs are analyzed, the relationships between them are tracked, the levels of responsibility for each position are determined.

2.2 Determination of the Principles for Staff Evaluation: It's valid for the organization.

2.3 Determination of the Criteria, the Standards and Norms: For evaluation. At this stage is determined the influence of the evaluation on the system for remuneration and social benefits, training plans and career development of the employees and others. It is necessary to link individual performance indicators with those of the organization;

2.4 Selection of Methods for Evaluating: The personnel. The method of assessment of staff is determined according to the type, the scope of activity of the organization, the number of staff and the views of the management.

2.5 Development of a Procedure for Staff Evaluation

2.6 Development of Documentation: For the evaluation of personnel - the following documents are prepared:

- Instructions (rules) to conduct the evaluation;
- Orders for conducting the evaluation;
- Schedules for evaluation;
- Orders for the establishment of committees for evaluation;
- Blanks for assessment;
- Reports of the meetings of the evaluation committees;
- Supporting documents of the evaluation of the employee and others.

2.7 Evaluation Process

2.8 Receiving and Summarizing the Results: Receiving and summarizing the results of the evaluation and reporting the evaluation to the employees.

2.9 Storing and Archiving of the Information received

2.10 Analysis of the Information: Received and the decision making on:

- Revision of the reward system;
- Preparation of plans for training and development of employees;
- Forming a personnel reserve for promotion or transfer to another job;
- Review of the system of social benefits.

2.11 Development of Activities: Aimed at improving the performance.

2.12 Evaluation of the Effectiveness: Evaluation of the Effectiveness of the evaluation system.

3. CONCLUSION

The evaluation of performance is a complicated and complex process involving the creation of a system not only to increase the efficiency and competitiveness of the organization, but also the motivation of employees. Ignorance and incorrect application of the assessment procedures, and the wrong methodology lead to errors in the evaluation process, to wrong management decisions and negative results for the organization.

That is why, it is necessary for the procedure for evaluation of performance to be properly designed and implemented, taking into account all relevant aspects of the activity of the organization and the influence of environmental factors.

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