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Problems and suggestions on performance management of company A

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Executive summary

This paper takes the existing performance management system of company A as the research object, follows the basic principle of combining theory with practice, uses analytical methods, and combines the theoretical knowledge of performance management to find out the existing performance management system in the company's performance management system from the four aspects of PDCA of the performance management cycle. problems, and put forward improvement suggestions for the improvement of the company's performance management system according to these problems, so as to promote the company's performance management to play a better role.

Main body of writing

1. Performance Management

1.1 The concept of performance management

Performance management is a management method that improves the performance of employees in an organization and develops the potential of individuals, so that the organization can continue to achieve success. Performance management is a two-way interactive communication process based on agreements between employees and their immediate supervisors. The agreement provides information on employee job responsibilities, how job performance is measured, how employees and supervisors should work together to maintain, improve, and enhance employee job performance, the impact of employee work on the achievement of company goals, identify barriers to performance, and Exclusion and other issues have made clear requirements and regulations.

1.2 The role of performance management

(1) Performance management can promote the improvement of organizational and individual performance . By setting scientific and reasonable goals, performance management points out the direction of work for the employees of the enterprise. Performance management can make internal talents grow, attract external talents at the same time, make human resources meet the needs of organizational development, and promote the improvement of organizational performance and personal performance.

(2) Performance management promotes the optimization of management process and the improvement of enterprise management level . Performance management can discover the problems existing in the basic management of enterprises, put forward

higher requirements for basic management, improve the operational efficiency of the organization, optimize the company's management process and business process, and promote the improvement of the basic management level of the enterprise.

(3) Performance management ensures the implementation of the organization's strategic goals . Performance management can promote and coordinate various departments , decompose and implement the business goals of the enterprise, and promote the completion of the business goals of the enterprise, thereby ensuring the realization of the development goals of the enterprise.

2. A company's performance management status

2.1 Introduction of Company A

Company A was established in 1958 with a registered capital of 155 million yuan. Its main business involves power technology research and development, power equipment commissioning, power line maintenance and operation, emergency repairs, and power grid accessories production. There are a total of 7 functional departments and 6 business implementation agencies. Company A has undertaken 15 major national-level projects in China and won the national-level honorary title. During the development process of more than 60 years, Company A has continuously promoted the achievements in safety, quality and operation, and comprehensively improved the level of project management, so as to ensure its contribution to the acceleration of the process of world-class energy enterprises.

The company has a total of 1131 employees, most of whom are young people, with high quality in all aspects. Skilled and technical personnel are the main groups of company A, accounting for 63.6% of the total number of people in the company.

2.2 Company A 's performance management and existing problems

Company A was established in 1958. The planned economy and traditional management concepts are deeply rooted. The existing assessment and evaluation system does not fully integrate the actual situation and cannot well meet the needs of modern enterprise management. The inefficiency of performance management is one of the important reasons for the inability of enterprises to increase income and reduce expenditure, which in turn leads to low economic benefits and low level of value-added and preservation of state-owned assets.

2.2.1 Performance planning aspects

When the performance plan of company A is formulated, the plans of each department are formulated with reference to the company's plan, and the monthly key plan is determined by the operation and management department. Once an employee's personal plan is formulated, it cannot be modified in the system. In the process of making plans, most employees are used to dealing with them, and performance plans are only a form and lack practical significance. The plan is highly prescriptive from top to bottom, ignoring the opinions of lower-level departments. The practice that the monthly plan is to be weighed by the operation and management department is one-sided, and it cannot give priority to the actual situation of each functional department, supporting organization and subsidiary company, and it is subjective. The performance plan has become a kind of instruction that is forced on employees, ignoring the individual ability differences of employees, resulting in the asymmetry between the plan and the employees, and most employees generally lack a sense of identity with the performance goals.

2.2.2 Performance Implementation Aspects

Company A has high requirements for power construction quality and technology

research and development, which makes it focus its energy and resources on construction and technology, while ignoring enterprise management. In the process of performance management, Company A only implemented the annual performance budget and salary-oriented performance appraisal, and the other links were just going through the motions. The performance implementation of this kind of emphasis on results and less on the process is like a symphony orchestra lacking a conductor. Each instrument plays on its own and is in chaos. The lack of emphasis on performance communication in the enterprise leads to the difficulty of improving employee performance and the low efficiency of team work.

2.2.3 Performance appraisal

The company's performance management mainly focuses on performance appraisal, and the appraisal results are mainly directly linked to salary payment. Using the key performance indicator assessment method, there are the following problems:

(1) The organization and implementation agency of the assessment. The Human Resources Department is the leading department for performance appraisal, assisting company leaders to conduct appraisals on the first-level performance managers of various functional departments, support institutions, and subsidiaries, and organizing regular performance appraisals; led by the Human Resources Department, the performance of various organizations Managers complete the assessment of their subordinate employees. All kinds of organizations are almost independent in the assessment process and lack correlation.

(2) Examination form. The performance appraisal of the company's employees is divided into two ways: monthly appraisal and annual appraisal. Both assessment forms have the characteristics of more qualitative and less quantitative. In fact, the standards of qualitative indicators are relatively vague, and most of them are assessed

based on the performance managers' fixed impressions of employees and the memory points of key work. The score is easily affected by the performance managers' subjective will. This prevents employees from concentrating on completing work tasks conscientiously and focusing solely on building relationships with performance managers. At the same time, the setting and description of quantitative indicators are not specific enough.

2.2.4 Performance feedback

The company's performance feedback is generally untimely and opaque. The opacity of monthly performance management work reviews renders performance feedback useless. Taking the managers of functional departments as an example, the monthly performance appraisal is directly scored by the department director, that is, the direct performance manager, and is directly linked to the monthly salary. During this process, employees can only perceive their own assessment results from the changes in the monthly salary. At the same time, the lack of communication between performance managers and their employees in this link prevents employees from truly understanding and solving problems at work, which weakens the motivational effect of performance appraisal. In addition, some performance managers keep everyone's ratings at an average level in the implementation, in order to avoid the phenomenon of offending others, which makes the employees who want to be a job lose their enthusiasm for starting a business. This approach is also ineffective. to the incentive effect of performance appraisal.

3 .A company performance management problem analysis

Starting from the company's own actual situation, obtain relevant information through various methods (such as interviews , questionnaires), and find out and

analyze the company's performance management problems based on the current status of the company's previous performance management methods and the relevant actual background .

3.1 Performance management is hindered

3.1.1 The corporate culture has not been thoroughly implemented, and the understanding of the importance of performance management is not enough

In order to achieve its own goals, the company always puts technology and safety production in an important position, focuses on the growth of financial data, and mostly pays attention to the amount of project winning bids and profits, but ignores the significance of performance management, which leads to When the company conducts business, it does not reflect the improvement and help brought by the performance appraisal method, which also has a negative impact on the development of the business, and will greatly reduce the completion of the company's ultimate goal.

3.1.2 The performance management system is not scientific

It only tends to performance appraisal, and pays more attention to the appraisal of economic and safety indicators, while ignoring other factors closely related to appraisal, and lacks a comprehensive system for performance management. Such drawbacks are mainly reflected in the following three points: First, the performance appraisal of company A is mainly the appraisal of superiors to inferiors. Although employees also conduct annual and monthly performance self-assessments, the self-assessment situation does not have any impact on the final assessment results. The main body is too monotonous; second, for employees, the assessment content is not comprehensive enough, only for the completion of the performance plan, and

temporary changes and increased work are not taken into account; third, the assessment method is single, and only the performance manager is used to score. mode, and the scoring situation is easily influenced by their subjective thinking.

Performance management is a closed-loop dynamic cycle, while the various links of company A are relatively separated and have little connection. However, good performance management should adhere to the concept of "full-staff performance management" and allow employees to fully participate in order to truly play its role and improve quality and efficiency for the enterprise. Therefore, enterprises must take other aspects seriously, otherwise performance management will be difficult to achieve success.

3.1.3 Employees lack performance management awareness

Company A's performance management implementation rules clearly stipulate that performance feedback and communication coaching should be carried out, but it is not really implemented in the actual implementation process. This makes it impossible for employees to link enterprise performance management to their own development and improvement, and at the same time they can do very little to achieve the company's strategic goals. In addition, the view that "the company's human resources department undertakes the performance management work of the whole company" is obviously wrong. Although the human resources department is the core and competent department of performance management, it only plays the role of leading management. The key to the implementation of performance management also requires every A performance manager performs his duties conscientiously, and the grass-roots team employees cooperate with each other.

3.2 Weak performance management links

Performance planning, performance implementation, performance evaluation and

performance feedback are four aspects of performance management. Next, starting from the four aspects of performance management, this paper analyzes the problems existing in the performance management of company A.

3.2.1 The performance plan is not clear enough

Company A adopts the method of decomposing plan indicators from top to bottom. Organizations at all levels lack autonomy. Employees fill in their personal performance plans for the next month every month. Once submitted, they cannot be modified. Therefore, many work in progress are ignored, resulting in change factors. As a result, most employees feel that it is difficult for them to tie their goals to corporate goals and focus only on the delivery of performance work.

In the process of formulating evaluation standards and indicators, company A sometimes seems unreasonable and unclear. The formulation of evaluation indicators should be a process of communication between the top and bottom, but the existing performance plan formulation reflects the unilateral intention of the leaders. Many evaluation indicators Employees are reluctant to accept it, but due to the pressure of performance appraisal, employees must complete it, which leads to the resistance of employees in some grassroots units, which has a negative impact on the production of the enterprise and the mental state of employees. The employees do not know The relationship between personal goals and corporate goals, only knowing that if the task is not completed, the salary and bonus will be deducted.

3.2.2 Lack of communication during performance implementation

During the performance implementation process, all functional departments and subordinate units upload performance communication records on a monthly basis according to the requirements of the communication template. There are obvious traces of copying and pasting of communication records. They only talk about work

arrangement and completion, and there is no comment from the team leader.

Performance communication is a mere formality and has no real effect. The regular work meetings of various departments and units are only a single communication between performance managers and subordinate employees, and cannot reflect the real thoughts and suggestions of employees. This approach makes many problems that could have been avoided to be exposed at one time after the work is completed, which greatly reduces work efficiency.

3.2.3 The annual appraisal method of performance appraisal is unreasonable

Company A requires performance appraisal results to be divided into four grades: A, B, C, and D, but has not put forward detailed standards for each grade, and requires mandatory distribution, and grades are directly linked to remuneration. This makes some performance managers take turns in order not to offend others. In addition, subjective evaluations are prone to unfair consequences, resulting in greatly reduced employee morale and reduced work motivation.

3.2.4 Performance feedback is not in place

After the performance manager of Company A has assessed the grades, due to the mandatory distribution of grades, they are rarely able to proactively inform the employees of their assessment results. As a result, employees often work hard for a year without knowing the final assessment results. Due to the inaccuracy of the annual assessment results, the performance manager cannot conduct timely and effective performance communication and coaching with his employees.

4. A company's performance management improvement suggestions

In order to achieve Company A 's planning and strategic goals, Company A 's performance management system should be optimized and improved .

1. Strategic goals and systems should be announced in a timely manner . Company A should repeatedly publicize the goals of the company's strategy to departments and employees, and strive to ensure that everyone in the company knows the future development direction of the company.

2. Improve department responsibilities and establish job descriptions . The work responsibilities of individual departments are relatively general, and the operability is not strong. For the overlap of work with other departments, there is no good decomposition or further explanation, and there will still be a phenomenon of mutual shirk in work. Therefore, the department's responsibilities need to be further improved.

3. Improve the follow-up link of performance appraisal . Company A should establish an increase in performance interviews and performance communication, establish a performance appeal mechanism, and increase performance improvement and performance results application links to improve the performance management system.

4. Select scientific and reasonable performance indicators . At present, the company adopts the KPI performance appraisal method. KPI is to complete the performance part to be completed by one's own position under the organizational goal. From the perspective of its organizational structure, there are many vertical layers, and it is inevitable that there will be discounts in the process of layer-by-layer decomposition and implementation. At this time, OKR, an emerging performance

management model, has emerged in some enterprises. The implementation process of OKR emphasizes the joint participation of performance managers and employees, which is more conducive to stimulating employees' creativity and corporate ownership. The process of OKR is simple and clear. Generally, there are no more than five goals and no more than four key results, which is more conducive to the implementation at the team level. Therefore, on the basis of retaining its own advantages, the company can introduce the OKR assessment method to form its own characteristic performance management method.

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