



Developing Relationships and Workplace Achievements

Report

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Introduction

In this work I will start by exposing the idea that I want to apply within the company, create a line of vegan products, I will use the SMART model to create a guide, breaking down specific, measurable, achievable, realistic and time bound.

I will continue explaining the performance management method from my point of view, explaining how it should be applied and separating the 4 parts that it consists of: planning, monitoring, reviewing, and rewarding.

I will explain the performance appraisal methods that I have chosen to develop, I will detail what each one consists of and the advantages and disadvantages.

I will end by stating my conclusion.

Project idea and SMART

In this project I intend to use the performance evaluation tools with the intention of applying a new line of vegan products in the Taiko food factory, with the intention of using all the tools to evaluate the performance of the employees in the application of the new line.

"There is only one valid definition of a business purpose: to create a customer" Peter F. Drucker, 1930s-1950s, The Practice of Management (1954), p. 37.

I intend to use the applied SMART method for this purpose, first I am going to explain what the method consists of.

The SMART method is a planned tool that is used to define the objective and how it is going to be achieved, this is an effective way since all the actions to be executed are established.

The word SMART is an acronym:

S – Specific: this is the first point, it is the most difficult and most extensive, in this part the idea must be presented clearly and concisely, it is essential that it is not ambiguous since this would cause us to move away from the goal. I can contribute to facilitate the presentation of the idea at this point, some questions that must be answered, would be: What do you want to achieve? How do you want to achieve it? Why do you want it? When do you want to get it?

M – Measurable: regardless of the goal to be achieved, it must be measurable to verify that the actions we have initiated are having a successful development, or on the contrary, if we must make any changes in the process. In this step I can add that we should ask ourselves the following questions: How much, or how many? How will

I know when it has been fulfilled? (With the objective or goal) What indicators can be used to measure its efficiency?

A – Achievable: it is clear that if we establish goals with this method it is because they are not easy to achieve but, even so, we must take into account that they must be realistic objectives and that we can achieve them, basically it is that they are not out of scope. If possible, I want to contribute the following question to ask at this point: Is the objective within the scope of your project? If the answer is no, then it is not achievable.

R – Realistic: it is essential at this point to be clear that the time that we have proposed is limited, so we must consider whether the achievement of the objective that we want to achieve is really what we want and we want to spend time and resources to achieve it and above all if it will in tune with the general objectives of the organization.

In this section I would like to add the following questions to assess whether our objective is valuable: Is it necessary? Is it worth doing? Is it the right time?

T – Timely: this point is very important since our objective must have a completion date, in this way our effort will be greater to achieve it within the established period, if it did not have a time limit it could motivate us to the objective is not developed. For this section I want to add some questions that will help to establish the objectives of this point, they would be: What is the deadline to achieve the objective? Is the allotted time being used effectively? Is the process going at a good pace to finish on time?

SMART

Specific	Create a line of vegan products, using an exclusive production line to avoid food cross contamination and personnel who are more qualified to handle this type of products.
Measurable	We will establish a control point every 10 days, where the progress of employee training and supplier contracts will be evaluated.
Achievable	The factory has the necessary means, equipment, and staff.
Realistic	It will be easy to achieve the objective since more and more the population opts for vegan food.
Timely	One month.

Performance management

Performance management will be in charge of measuring the processes to offer better feedback to employees and thus improve their role in the company. These processes are a function of human resources that evaluates the performance of personnel. Techniques and processes are used that will be supervised by managers.

With performance management, it is possible to effectively develop the organizational capacity of the work team, which is why it is an essential element for the company.

In performance management we can highlight a series of processes: Planning of actions that will enhance the performance of the general staff. Also, Supervision of evaluation processes. And another point, Introduction of changes and improvements throughout the personnel management process.

Regarding the evaluation, it represents an essential activity in the performance management process since it includes specific tests to evaluate work performance.

Performance management is essential to influence the unemployment of workers, allowing to achieve the objectives.

With the evaluation indicators, workers will be able to be more efficient and will be able to know what the company expects of their potential.

The main benefits when applying performance management would be, first of all, that confidence and smoothness are generated when setting the objectives for the performance evaluation.

As a second point, it would help to make better decisions, those responsible have updated and reliable information on the work performance of employees and thus be able to have continuous monitoring.

As a third point, it would guarantee objectivity in the evaluation by which the work environment improves, dissipating discussions due to poorly explained promotions or problems due to preferential treatment.

Another point would be that it trains professionals, since this process focuses on employees reaching their potential and being as efficient as possible.

Keeping the group eager to learn and train will help to obtain positive results in the medium and long term in a company.

Performance management allows the team to align efforts to achieve a common goal. Just as uncertainty is reduced since each team member understands their role, so their pressure is reduced, and performance improves.

One of the most obvious benefits of performance management is that HR staff and managers will have relevant information at their disposal whenever they need it.

Phases of performance management:

• Planning:

At this point you must establish the objectives of the project; you must determine the objectives that you want to meet with this initiative. Knowing the objectives to be achieved is essential, as is keeping accurate track of updates.

The directive together with the middle managers must be aligned in relation to the achievement of objectives, at the same time be consistent with the resources necessary to be successful. It is very important that the job titles, responsibilities, and compensation that are associated with the project are updated. At the same time there must be a continuous flow of information between all the components that carry out the objective in such a way that there is no type of error.

•Monitoring:

In this section we are not going to focus on the evaluation tests, although the meetings, the comments we will receive and the analysis of the information and data that are being collected are also important.

Continuous monitoring of the planning of the objective is essential, since if a supervision is not carried out by the higher positions, the achievement of the objective could fail.

At this stage, meetings should be held frequently to keep the information updated and to correct any deviations or problems that arise.

•Review:

Here you can review progress toward goals, assess training and development opportunities, review achievements, discuss potential advancement opportunities, reaffirm, or reassess career goals, and assess overall employee performance. This review is also an ideal time to collaborate to establish what steps need to be taken next.

It is recommended that this phase be consistent with the others so that an adequate follow-up is established with the achievement of the objective.

•Rewarding:

In this part, those responsible must give their qualifications to the employees, both positive and negative, insofar as if it is negative, it can be a warning or a fine if it precedes. As for the positive qualifications, the work must be recognized and rewarded in its fair measure, so that the workers want to work to achieve the objectives and obtain rewards.

If the company does not recognize the efforts and successes of employees can reduce productivity as it would cause a loss of motivation.

Tools to improve performance management:

- Performance management systems: allow evaluations to be carried out, objectives to be set and results to be monitored.
- Feedback: allow employees to receive feedback from peers and superiors to improve their skills.

Performance appraisal methods

It is essential to evaluate the performance of employees to find out whether or not they are fulfilling their functions, measure the quality of their work, recognize their efforts or apply measures that increase their productivity.

A job performance evaluation consists of generating an opinion or rating about the work of employees and creating an objective judgment. Methods must be used in such a way that the measurements are both impartial and truthful.

Each organization must choose which performance evaluation model is most effective and meets its needs.

Its objective should be to detect errors and needs in the management of human capital, stimulate the potential and talent of employees, improve their productivity and detect in them those who in the short or medium term may act as leaders in the company.

360-degree feedback

It is a method to calculate the fulfilment of the labour obligations of a worker. With this tool we can measure the talent and performance of workers in an objective and comprehensive way.

It is intended to know what the person is like, their tasks and achievements based on their professional conduct, their skills, their performance, and their productivity.

This tool responds to the need for multi-source and multi-dimension evaluation, since the employee's performance is measured by superiors, colleagues, supervisors, subordinates, in short, all members of the company. It seeks to detect aspects to improve hidden talents or any factor that produces an improvement for the company.

For the method to be useful it must be confidential, easy to perform and attract the attention of the participants.

- **Advantages:**

- A lot of useful information is obtained, with different perspectives and in different contexts.
- Reduces subjectivity and prejudices, since there are many points of view, objectivity is greater and more reliable.
- Improves labour relations and teamwork, since it is the same colleagues and bosses who give feedback, you can recognize the achievements of others.
- Motivates the workers, the opinion of all the members of the company is valued for the progressive of the company and leaves individualism aside.
- Reinforces the culture and values of the company, since there is a reflection on colleagues and their direct work, in this way, the goals of the company and its culture are present.
- Determine the needs of the entire team.
- Identifies problems and opportunities.
- Improves performance, since it requests a greater commitment from the members of the company, it will make them feel valued and improves performance.

- **Disadvantages:**

- Does not assess the vital situation and the context of the evaluated person.
- Feedback takes a long time to arrive, so it can cause the worker's performance to be different.
- It is a method that you must know how to do well since a lot of information is received and it could be ineffective or imprecise.

Peer Reviews

This tool is used to avoid bias or bias during a hierarchical evaluation process.

This strategy was based on the fact that employees who are in the same hierarchical position carry out the diagnosis and weighting of the other's performance, it can be anonymous if necessary.

As colleagues are at the same level of work, your vision is more reliable, you can create empathy among colleagues and understand limitations that remained hidden. This method allows you to balance different opinions and reinforce the opinion if it coincides with that of the other.

- Advantages:

- Identify the strengths and weaknesses of each team member.
- Identify aspects such as habits, personality, or values.
- The evaluation is given in an environment of trust and parity.

- Disadvantages:

- There may be prejudices or disagreements between the evaluator and the evaluated.
- There is a possibility that it will negatively affect the work environment and relationships between colleagues.
- Employees may lie in their opinions to favour their colleagues.

MBO

Setting the objectives is a good measure to expose the objectives that the employees must achieve. It is also an excellent strategy to be able to measure achievements in a specific time.

By establishing a series of performance indicators, it will be very easy to evaluate the fulfilment of the objectives and the quality of the work carried out.

For implementation, this process includes generating organizational goals and transforming them into a set of individual goals that team members can pursue.

It can be divided into 5 phases:

1. Define the objectives of the organization, it is essential to convey the objectives in a way that they are well understood.
2. Explain the objectives to the team members. By having personal objectives, each team member gives them the opportunity to clearly understand their place in the structure of the company with the achievement of the more general objectives.
3. Supervise performance as it is necessary to monitor performance as team members work to meet their specific objectives in addition to their individual productivity.
4. Evaluate progress. A performance evaluation offers the option to interact with each team member in a personalized way about their progress or improvement.
5. Recognition of achievements, thus improving mood and increasing motivation.

• Advantages:

- Increases the productivity of the team, being clear about the objective increase's motivation.
- Improves communication between group members, generates a more open work environment.
- Customize the objectives of the team members.

• Disadvantages:

- The definition of the objective is put before the strategic planning.
- Increases the tension of the team members to meet the objectives.
- Competition is created between team members.

PDP

DEVELOPMENT OBJECTIVES	PRIORITY	ACTIVITIES TO BE UNDERTAKEN	RESOURCES	TARGET START DATE	TARGET END DATE	EVALUATION
Communication Skills	Hight	Make sure that all personnel, regardless of the hierarchical scale, understand the objective	Through meetings given by supervisors, managers, quality controls to the operatives and staff in general.	1.06.23	1.07.23	I would establish weekly meetings to ensure that the information is updated.
Increase Motivation	Hight	Reach the goal and offer economic or rest incentives to our employees.	Part of the benefits will go to better pay overtime	1.06.23	1.07.23	For employees who meet and excel in the goals, we offer to promote them.
Staff training	Hight	Ensure that the employees have good training and thus achieve the maximum possible production in the minimum time and also ensure hygiene, health and safety at work.	The new hired employees through induction and the already existent employees through meetings.	1.06.23	16.06.23	Knowledge is checked through a test.
Marketing	Hight	Currently the company is well known, but it is necessary to make sure that the new product is spread through the brand.	Prepare the information to be spread through flyers for restaurants and fortnightly stores magazines.	1.06.23	20.06.23	Customers are surveyed about the new product.

Conclusion

Using SMART tools is a way to organize work, it is possible to use this methodology for almost any task or goal and achieve results.

I would like to add that performance management tools are essential in an organization to achieve objectives since it is a perfect guide to achieve them, although I believe that they do not replace face-to-face communication between employees and managers.

In addition, I realised that not only the human resources department has the responsibility to apply performance management, but I also consider that it is a joint effort that requires collaboration at all levels.

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