

Human Resources: Performance assessment

by Sara Helm

Aim: To present Human Resources (HR) vocabulary for performance assessment by means of a set of gap-fill articles.

Level: Intermediate – advanced

Age: HR professional adults

Group size: One-to-one students to large groups

Warm up

Ask your student(s) to describe how organizations generally involve the Human Resources (HR) department in the overall strategy of the company. Does this involve the way they pay their employees? How do they decide how well an employee has performed? At this stage keep the discussion general without detailed reference to specific companies. You might find it useful to elicit related vocabulary such as *basic salary / bonus*. Elicit the term *performance assessment* and write it up on the board.

Performance assessment gap-fill

Get individuals or pairs to complete each part of the worksheet then compare their answers in small groups. Alternatively, after the warm-up discussion and presentation of the subject area, you could set it as a homework exercise.

Follow up

Ask pairs to briefly discuss their company's general approach to performance assessment, i.e. *What form does it take, How often do they do it? At what levels do they do it? How does it relate to an employee's salary?* etc. A more specific look at performance assessment techniques is the subject of a different lesson. Ask each student to report their partner's information to the class. This could develop into a class discussion about the pros and cons of performance assessment and how it is perceived by a company's employees. Write up any useful and relevant vocabulary on the board for students to note down on their Performance assessment vocabulary builder.

Gap-fill 1: Answers

The history of performance assessment

Modern performance assessment systems used by today's global companies developed out of systems originally designed by work psychologists for

military use during the two world wars. By the 1950s, sophisticated rating systems had been adopted by most large US business organizations.

Initially, performance assessment was used only to provide information for salary increases, job promotions and discipline.

Gap-fill 2: Answers

Modern performance assessment

More recently, many organizations have recognized that one of the most important assets of a business is its human capital. It is now widely considered that the development and implementation of a strategic HR approach can have a direct impact on the ability of a business to achieve its short and long-term business goals. Consequently, performance measurement has been developed as a strategic tool.

The first aim is to identify and enhance desirable or effective work behaviour. Secondly, it reinforces this behaviour by linking rewards to measured performance, or performance-related pay (PRP).

Finally, it develops a series of desired organizational competences in order to build human capital which will add value to the organization.

Gap-fill 3: Answers

The industry view

Although the definition and measurement of good performance is a complex and sometimes controversial matter, involving the fundamental issues of motivation, assessment and reward, Human Resources professionals generally consider performance assessment to serve a key integrating role within an organization's human resource processes.

Firstly, it provides a checking mechanism for resourcing policies and procedures. A company can evaluate the quality of its recruits, and therefore make decisions about its future recruitment decision-making process.

Secondly, it monitors employee commitment and the relevance of employees' work behaviour to business objectives.

Thirdly, it provides a rationale for an organization's pay policies.

Human Resources: Performance assessment
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Use the vocabulary in the box to complete the Human Resources text.

rating

job promotions

performance assessment

The history of performance assessment

Modern _____ systems used by today's global companies developed out of systems originally designed by work psychologists for military use during the two world wars. By the 1950s, sophisticated _____ systems had been adopted by most large US business organizations.

Initially, performance assessment was used only to provide information for salary increases, _____ and discipline.

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Gap-fill 2

Use the vocabulary in the box to complete the Human Resources text.

measurement	strategic tool	human capital	identify
enhance	strategic HR approach	effective	reinforces
rewards	performance-related	competences	add value

Modern performance assessment

More recently, many organizations have recognized that one of the most important assets of a business is its _____. It is now widely considered that the development and implementation of a _____ can have a direct impact on the ability of a business to achieve its short and long-term business goals. Consequently, performance _____ has been developed as a _____.

The first aim is to _____ and _____ desirable or _____ work behaviour. Secondly, it _____ this behaviour by linking _____ to measured performance, or _____ pay (PRP).

Finally, it develops a series of desired organisational _____ in order to build human capital which will _____ to the organization.

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Gap-fill 3

Use the vocabulary in the box to complete the Human Resources text.

resourcing policies	pay policies	recruits
employee commitment	work behaviour	key
motivation	role	decision-making process

The industry view

Although the definition and measurement of good performance is a complex and sometimes controversial matter, involving the fundamental issues of _____, assessment and reward, Human Resources professionals generally consider performance assessment to serve a _____ integrating _____ within an organization's human resource processes.

Firstly, it provides a checking mechanism for _____ and procedures. A company can evaluate the quality of its _____, and therefore make decisions about its future recruitment _____.

Secondly, it monitors _____ and the relevance of employees' _____ to business objectives.

Thirdly, it provides a rationale for an organization's _____.

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HR vocabulary builder

Use this vocabulary builder to note down any useful and relevant vocabulary.

