

# Chapter Review

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## Performance Appraisal, Discipline and Grievances

### Objectives...

- 1 clarify the nature and purpose of performance management and performance appraisal
- 2 explain the appraisal process
- 3 identify key elements of the appraisal form
- 4 evaluate methods to measure individual performance at work
- 5 recognise good practice in the design and execution of performance appraisals
- 6 review disciplinary and grievance procedures

### Key Terms

<b>Disciplinary Procedure</b>	A set of rules or guidelines for dealing with instances of bad behaviour or rule-breaking amongst employees; the most common sanctions are warnings, suspensions and dismissals.
<b>Grievance</b>	concerns, problems or complaints that employees raise with their employers
<b>performance appraisal</b>	The process of assessing the performance of an employee in his job; appraisal can be used for salary reviews, training needs analysis and job improvement plans, for example.
<b>Performance Management</b>	A continuous process for improving the performance of individuals by aligning actual performance with that desired (and with the strategic goals of the organisation) through a variety of means such as standard-setting, appraisal and evaluation both informally, day-to-day, and formally/ systematically through appraisal interviews and goal-setting.

38. In previous chapters we have commented on the strategic role of HRM. Indeed the adoption of a performance management system can be seen as an attempt to integrate HRM processes with strategy. An organisation's goals (business strategy) are translated into sector and then departmental goals, manager and then employee goals respectively. At each stage, there will be an attempt to provide measurable performance indicators of the achievement of goals, (Bratton and Gold 2007). The general opinion is that performance management is most useful when it aligns individual objectives with business goals and helps individuals to understand the contribution they are making and how their role fits into overall strategic business objectives. However, this does not mean that performance management is viewed simply as a vehicle for cascading objectives. Performance appraisal is the systematic description of an employee's job relevant strengths and weaknesses. Appraisal provides an analysis of a person's overall capabilities and potential, allowing informed decisions to be made in the process of engaging and managing (controlling) employees. Appraisals are used to ensure an individual's performance is contributing to business goals. In this chapter we described the appraisal, discipline and grievance processes as means to manage behaviour within organisations, ensuring it contributes to strategic goals.