

## STAFF EVALUATION, PART OF THE CONTROL MANAGEMENT FUNCTION

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The work market has a heterogenous structure being in a permanent movement. The criteria used to analyse its structure are various, each of them underlining important aspects for the society and organisation. Not only for the work market but also for the organisation itself a complex evaluation of the staff offers the possibility of a proper appreciation of their performance as well as their potential. This appreciation is the foundation of a good staff and competences management and assures the basis for ming promotion payment and career.

An important aspect of the human ressources management is represented by the evaluation of the organisation performances, as through evaluation we can better understand the dynamic nature of the professional development. Evaluation helps us to see the professional development as a continuous process not just a mere event in the employee's life. Moreover, beside the feature of continuity, the process of evaluation has also a complexity side; in this way we have to imagine that anything can be evaluated-even evaluation can be evaluated.

Consciously or not the manager of any organisation evaluates and makes appreciations concerning the employees' performances while fulfilling their tasks. This appreciation is a key task for any manager, staff evaluation being an essential part of the function of people leading.

Evaluating the performance offers a basis for rewarding and sanctioning when the performance is good or bad. This aspect is an important factor of the system of staff evaluating and justifies its use as a control and motivation instrument of the employees.

Evaluating the performance of an employee is also the foundation of many managerial decisions regarding the staff. There are several aspects to be underlined:

- finding the staff training necessities and evaluating the training;
- elaborating the increase or decrease of the number of employed people;
- finding the individuals' potential and ways to promote the staff ;
- finding the efficiency of the management;
- data collecting for staff planning;
- establishing the contribution of the employees to the profit in order to offer a proper reward.

There are several aspects of the management which, even less evident, can be problematic:

- the organisation's efficiency;
- the efficiency of the work technology;
- the employees' ethics;
- the systems and tools efficiency;
- the problem of personal income.

Some elements of performance evaluating offers information for each management decision. Using efficient methods of performance evaluation and practising a regulated evaluating correct information can be collected on the basis of which the staff are

ruled and predictions can be made to ensure the human resource. The human resources represent a vital but expensive investment. If this resource is not well managed than the whole organization will be affected.

Appreciation has become not only a complex notion, but it is accompanied by varied practices allowing a wide developing space. A continual improvement of the human resources leadership and management put forward many systems of appreciation, the choice of which depending on various criteria: the managerial system of the enterprise, the nature of the activity, the personnel structure, human resources developing function, etc.

The general objectives aimed at by the appreciation are; performance, competence and potential

Performance evaluation refers to the results obtained by an employee compared to the given objectives and is more or less connected to payment, promotion, career and other aspects of human resources management

Viewing the competence, evaluation appreciates the skills of a person at a certain moment. It also aims to identify the competences that have to be adapted or improved through training. The suitable question in this case would be: How much can they do?

A rather vague and complex notion, potential designates not only the existing competences and their permanent efficacy for professional situations others than those in which they were initially observed, but also the mental aptitudes such as motivations and aspirations, even personality features. The potential is directed to the future representing, briefly, the answer at the question; How much will an employee do?

In order to have a predictable management of the working positions and personnel, the existence of an appreciation system is a fundamental condition. Only in this way can we get the necessary information to set up the payment, promotion, training and career programme.

Even so, any system of appreciation is reluctantly perceived by the personnel who wonder whether such an evaluation is useful or not, or if justifies its purpose, and, in case the answer is affirmative, who is entitled to appreciate and whom is the appreciation to be applied.

Appreciation is imposed accordingly to the level of responsibility of a person activating as a leader. Actually, through the appreciation a cycle of management of the people under the subordination of a responsible one ends.

The objectives to be aimed by introduction of a system of appreciation are multiple and can be developed on many plans. Thus, at the level of an organisation, an appreciation aims to facilitate a better concern of the personnel with the social dimension of their role, to improve the management of the human potential, and to mobilize permanently the attention of those in charge with it.

Adopting a system of appreciation offers the leadership of the organisation the opportunity to consider many other targets such as improving communication between the administration and employees and creating a favorable working climate as well as reasoning the decisions made with regard of the employed. These decisions can be classified on three levels

- decisions of promotion, removal, or changing the position;
- actions viewing to improve the efficiency of the organization (training, for instance);
- payment personalizing.

The appreciation objectives can be traced even at individual level, this being the main target;

- the analyse of the actual situation of a certain position, specifically the efficiency, knowledge, working methods and personality of the employee occupying it;
- identifying their capacities, actual and future aptitudes, and thus ,evaluating the predicted potential of their professional progress;
- underlining the aspect which requires an improvement of the employee"s preparation;
- the progress to be made by an employee, helped by the organisation, if necessary;
- coaching the employees interested in promoting to new positions, better adapted to their possibilities.

The organisation"s system of appreciation uses the annual communication as the main instrument to maintain the dialogue with individuals. This is an important moment when the person in charge with running the business has an individual discussion with their employees on topics as career management, the level of the position, the payment and training policy.

The appreciation is an action that realizes a classification of the employees" work behaviour and their actual and future potential. Supported by the superior advisers through individual communication, the appreciation is expressed in a note encoded in a previously adopted system, being an inventory of strong and weak points related to the position detained by the employee, or in a professional balance of the actual objectives of the position. The appreciation refers also to the future performance of an employee, realising an evaluation of their potential, aswell.

The most important conditions of an appreciation refer to the evaluators" objectivity and the existence of a sufficient time period ,to offer the possibility of having a correct impression.

Choosing a career for each employee working in an enterprise requires collecting a lot of information in order to appreciate objectively their behaviour and work skills and the relations with the staff of the company.

Evaluating the performance means also identifying the strenghts and the weakness of the employed at the level of their theoretical and practical knowledge, as well as their achieving. The reason of this type of evaluation is related to several elements.

On one side, evaluation is required as an economical necessity, maintaining a challanging climate among the employed and ensuring the activity of the organisation at the level required by the competition. Thus, both the firm rentability and survival are assured.

On the other side, the evaluation allows drawing conclusions related to the employed"s adapting to their tasks and the quality of the structures adopted by the organisation. In connection with these aspects, the evaluation welcomes some human demandings, being an important factor of motivation; it is widely known that any person wants to be remarked for the competence and the obtained results, to have their efficiency measured and to progress with the work they do.

The life of any employee working at a firm is accompanied by implicit and explicit evaluations. Starting with hiring, distribution on a position, going on with training, promoting, redistribution and payment, the personnel evaluation proves to be a unique and fundamental factor of managing the human resourses.