

# **Designing a Human Resources Performance Measurement System**

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## **Problem Statement**

Developing a measuring system for the performance of human resources is considered as one of the common problems which face the manufacturing sector in Palestine and many other countries worldwide increase in the number of employees besides the diversity of jobs and creating new ones the manufacturing sector in general, and the furniture sector in particular were exposed to several problems related to measuring the performance of human resources

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## **Objectives**

- To assess current practices of human resources appraisal at Orastel Company.
- To develop a human resources performance appraisal system that covers all managerial levels.
- To provide set of tools that can help human resources department at Orastel Company to strategically improve their human resources management functions.

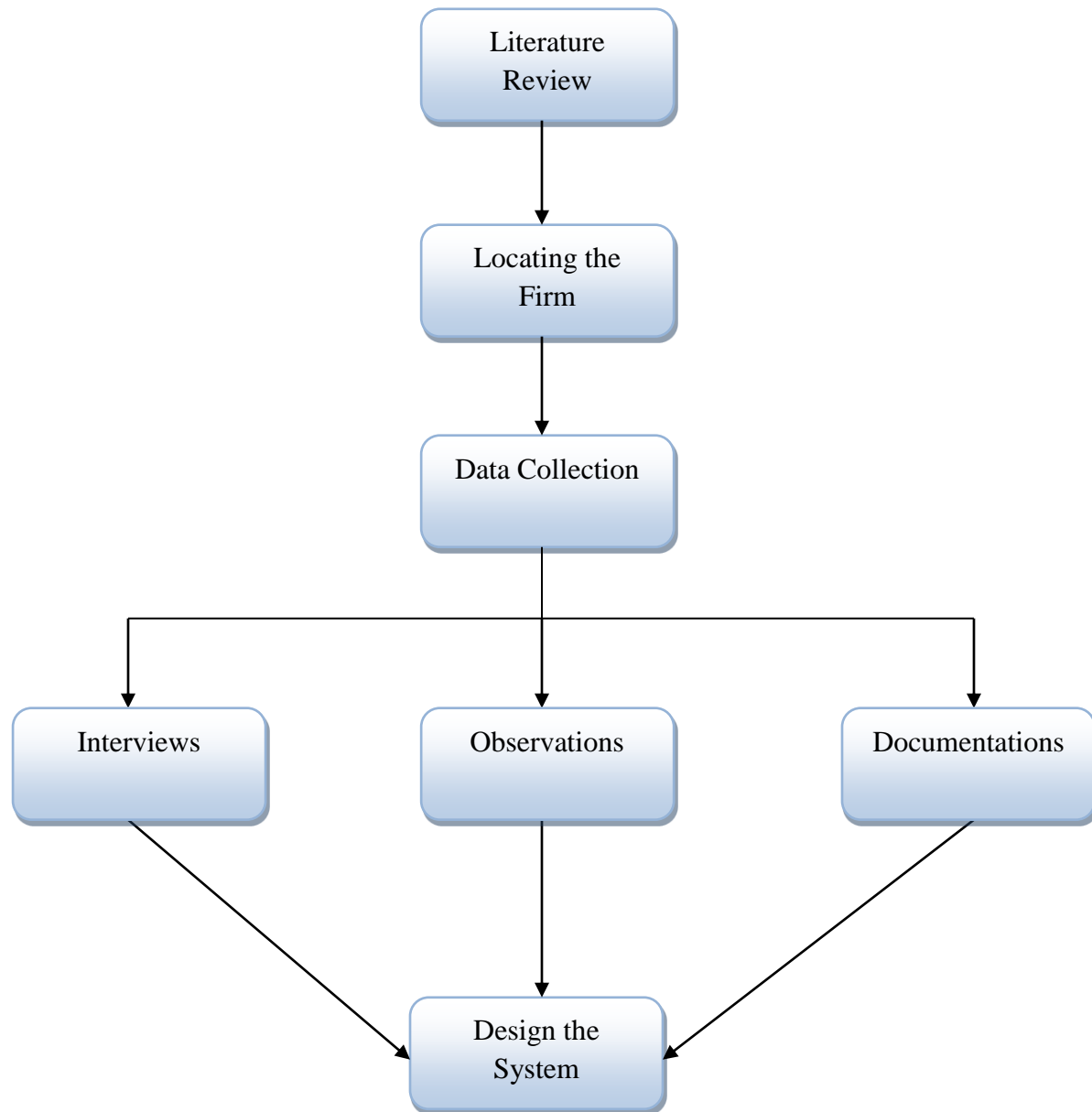
## **Scope of the work**

We mainly focus on both the organization staff and the system that evaluate their performance, and we will study and analyze the different types of job in the organization.

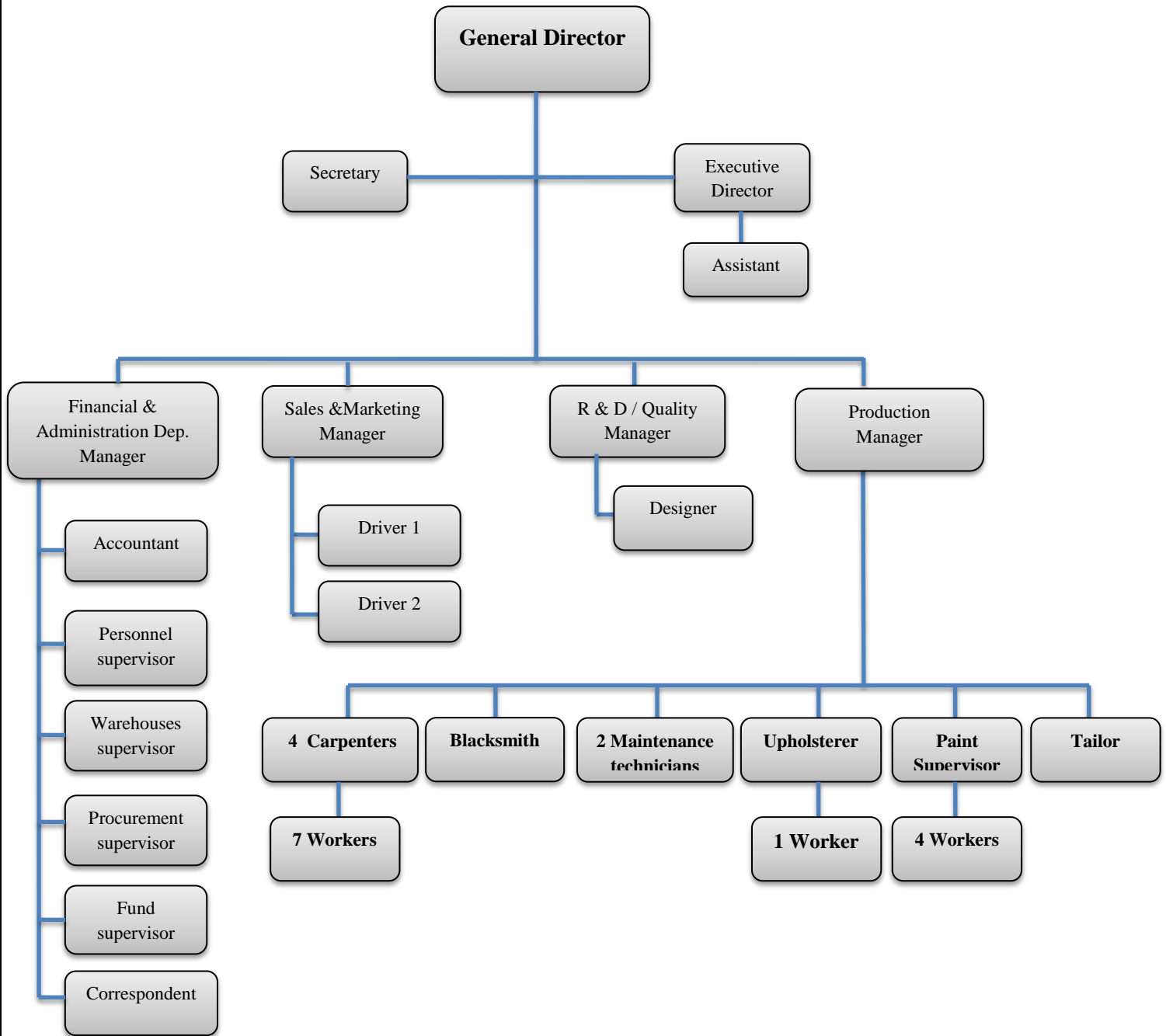
Simultaneously, concerning the design of human resource performance measurement system based on the fact that our graduation project is on a macro level, it will include only the performance of the employees and will not include any other topics such as recruitment or training of employees

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# Methodology



# ORASTEL Organizational Structure



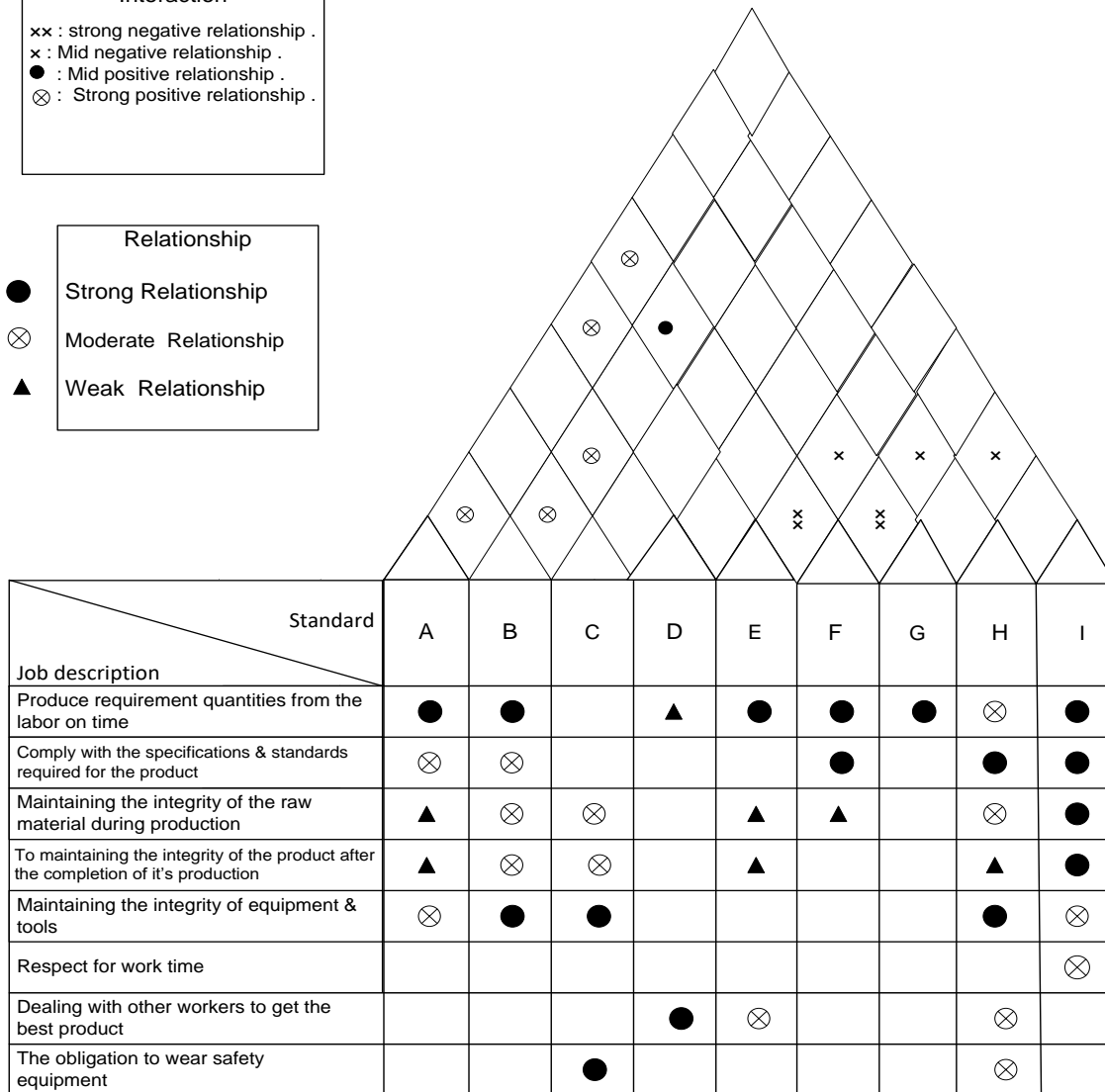
## **Job description**

- Tasks of the marketing department, sales and contracts with customers
  - Tasks of the production department
  - Task of the R&D department and quality
  - Task of the financial and administration department
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# Performance Evaluation Map

**Interaction**  
 xx : strong negative relationship .  
 x : Mid negative relationship .  
 ● : Mid positive relationship .  
 ⊗ : Strong positive relationship .

**Relationship**  
 ● Strong Relationship  
 ⊗ Moderate Relationship  
 ▲ Weak Relationship



A The degree of use your work skills.

B Equipment machinery skills.

C Your commitment to safety rules.

D The amount of your participation in team-work.

E Endurance under pressure.

F How well does your output meet the quality standards for this job.

G The labor ability to meet deadlines.

H Knowledge

I Accuracy in work

## The Relation between Performance Standards & Job description

Standards Job description	Respect for time	knowhow	Monitor development	The ability to solve problems at work	Supervisor planning capability	The ability to direction and control
Creating suitable environment to help labor improve performance and productivity						+
Follow-up to the discipline of the labors and their vacation days			+			
Determine the need for training labors					+	
Develop annual plans to achieve the goals of the institution			+		++	
follow up the developments in the work			++			
Commitment to working time and attendance and leave work on time	+					

### \*Interaction:

- (- -) Strong negative relationship
- (-) mid negative relationship
- (+) mid positive relationship
- (++) Strong positive relationship



## **Performance Evaluation Process**

HR performance appraisal process can be defined as:

A managerial process that assess and measures the employee's performance in a systematic way using specific tools and particular techniques during a period of time to identify the strengths and the weaknesses in the employee's performance, and then to compare it with the performance standards the organization has

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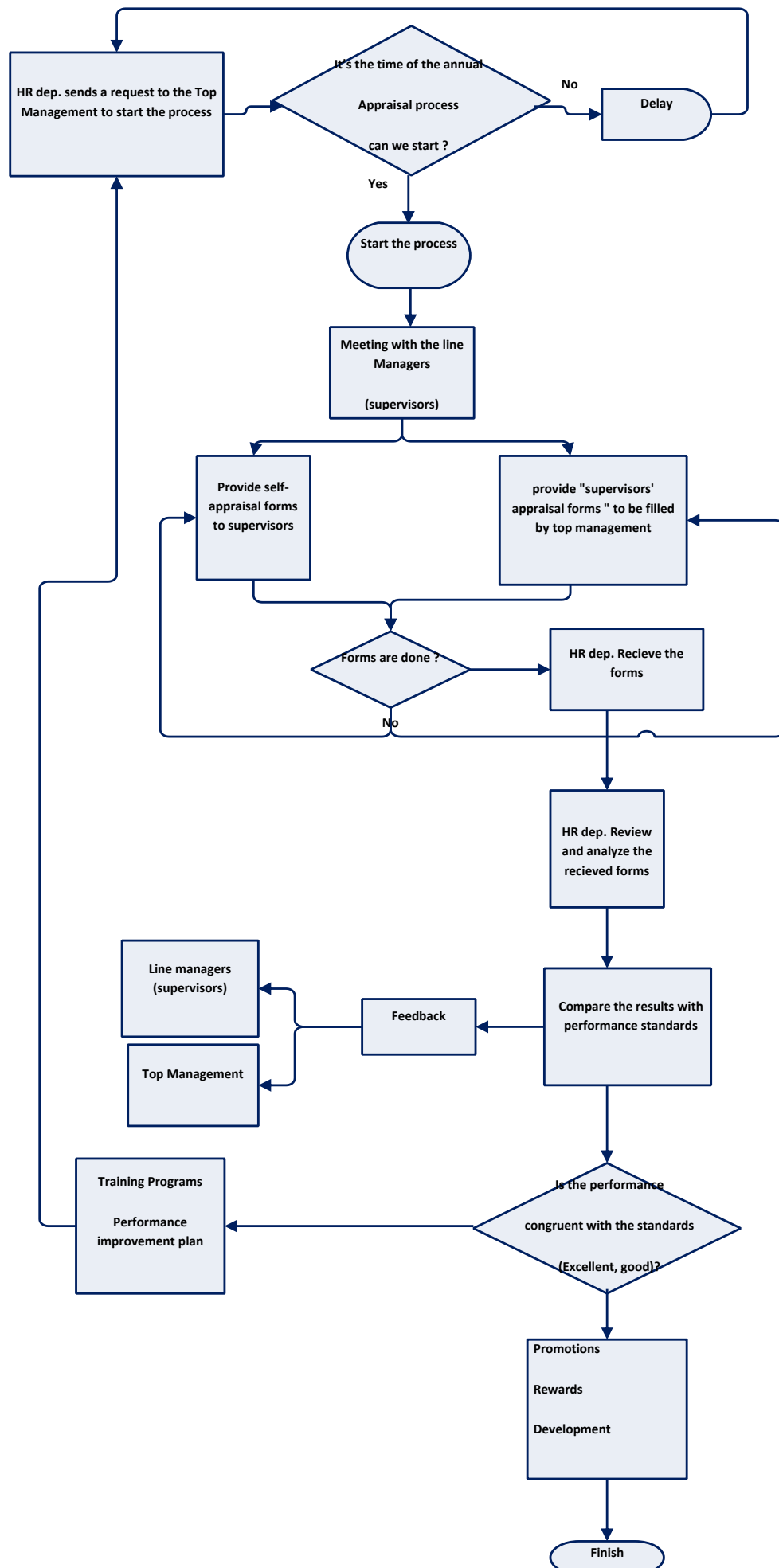
### **Evaluation Process Main Steps**

1. Measure the actual performance.
2. Identify the performance level achieved.
3. Enhance the strengths and addressing the weaknesses.

## **180-Degree Feedback**

180-degree feedback is a process of evaluation and taking the feedback with the participation of managers, coworkers, subordinates, and worker. 180-degree feedback is a multipurpose process; the two main purposes are assessment and development

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## Performance evaluation matrix

### Instructions

- This matrix is designed for the employee's level.
- It's for the Semi-/annually use at the end of the performance evaluation process.
- It should be used by HR Department.

Performance	Performance Result & Receivables			
Excellent				
Very Good				
Good				
Fair				
Bad				

\*(Excellent = 5, Very Good = 4, Good = 3, Fair = 2, Bad = 1)

Green	The employee deserves Promotion.
Light Green	The employee deserves Reward.
Yellow	No Promotions or Rewards. (Does nothing)
Orange	The employee needs training and development.
Red	Replace the employee

## Laborer & Supervisor's Salary Progression Matrix

### Instructions

- This matrix is designed for the employee's level.
- It's for the Semi-/annually use at the end of the performance evaluation process.
- It should be used by HR Department.

Increase %	0%	* 1%	3%	5%
Score				
Does not meet expectations (Poor)				
Partially meets expectations ( Fair)				
Successfully meets expectations ( Satisfactory)				
Surpasses expectations ( Good)				
Far exceeds expectations ( Excellent)				

\*: One time reward

Green	The employee deserves 5% rewards.
Light green	The employee deserves 3% rewards.
Yellow	The employee deserves one-time rewards whose value is 1%.
Orange	No Rewards.
Red	No Rewards.

## Labor training matrix

### Instructions

- This matrix is designed for the employee's level.
- It's for the Semi-/annually use at the end of the performance evaluation process.
- It should be used by HR Department.

Criteria	Required Training	Training course in basic operations (milling, polishing, assembly...)	Training course in standard operations	Training course in quality control and measurement tools	Training course in general safety rules	Training course in using machinery and maintenance practice
Doesn't produce required quantity						
Product does not confirm to specification						
Production of scrap in high quantity						
Employee injures						
Malfunction equipment						

## Laborer training matrix

### Instructions

- This matrix is designed for the employee's level.
- This matrix should be used after performing the previous labor training matrix.
- This matrix should be used by HR Department.

Training matrix :

Frequency Criteria	Usually	Likely	Probable	Unlikely
Employee can perform the task under the supervision of his manager				
Employee can perform the task without the supervision of his manger				
Employee can perform the task without the supervision of his manager and train other				

Training employee matrix (1)



Upgrade this employee



Currently being trained



Training required (look to training employee matrix )

# Supervisor Training Matrix

## Instructions

- This matrix is designed for the supervisor's level.
- It's for the Semi-/annually use at the end of the performance evaluation process.
- It should be used by HR Department.

Required training Criteria	Training course in strategic planning	Training course in communication skills	Training course in KAIZEN principle	Training course in supply chain management	Training course in marketing research
Making the wrong decision					
Plans don't confirm the factory objectives					
Poor communication with laborers ,supervisors and managers					
No clear plans for development and expansion					
Orders are not delivered to customers on time and exposed to obstacles during the transfer process					
Product does not match with customer needs					
Production does not match required quantities					
The level of culture is not as required within the persons working in the factory at different levels					



# Supervisor Performance Evaluation Form

## Part1: Self-evaluation form- (To be filled by supervisor)

- This form is for official use.
- This form is for professional development.

Supervisor Information			
Name		Supervisor ID	
Job Title		Evaluation Date	
Department			

### -Please answer the following questions by tick:

#### Years of experience:

☐ Less than 1 year   ☐ 1-5 years   ☐ 6-10 years   ☐ more than 10 years

1. I take important decisions based on:

- ☐ Internal sense and degree of feeling  
☐ The reasonableness of the idea  
☐ The study and careful examination of the issues

2. Develop annual plans to achieve the goals of the **ORASTEL** Company :

- ☐ I set the plans and oversaw the implementation and briefed on the annual results  
☐ I never set plans

3. follow up the developments:

- ☐ Continuously  
☐ In interrupted form  
☐ I never follow developments work

4. Relationship with other supervisor:

- ☐ I communicate constantly with the supervisors to follow up the progress of work
- ☐ I communicate with supervisors, but not always
- ☐ Never communicate with supervisor

5. if there are any problems at work:

- ☐ Hasten to address the problem
- ☐ Leave this problem to the competent department

**-Tick the answer from 1-5, (1: poor, 2: fair, 3: Satisfactory, 4: good, 5: excellent)**

6. Courtesy and good dealing with others:

- ☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

7. The ability to coordinate and direct labors:

- ☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

8. Preserve the work and organization of time and exploitation:

- ☐ 1      ☐ 2      ☐ 3      ☐ 4      ☐ 5

**Additional Comments:**

.....

.....

.....

.....

**Supervisor  
Signature**

**Date**

## Supervisor's Performance Evaluation Form – (To be filled by Manager)

### Form Instructions:

1. Use one of the following ratings to describe the performance of the supervisor in each of the categories.

Performs Excellent:	Performance consistently exceeds expectations for the job-5
Performs good:	Performance often exceeds expectations for the job-4
Perform Satisfactory:	Performance consistently meets expectations for the job-3
Perform Fair	Performance sometimes meets expectations for the job-2
perform Poor:	Knowledge of performance is weak -1

2. This form shall be sent to the HR department in which a feedback summary will be provided to the supervisor.
3. Procedures for using this evaluation within departments shall be decided at the department level.
4. Copies of all Supervisor Feedback Forms will be incorporated with the individuals overall performance evaluation and submitted to HR.
5. This form officially for formal and development use.

**-Please answer the following questions by tick:**

### I. LEADERSHIP

	Poor	Fair	Satisfactory	good	Excellent
Demonstrates the ability to direct others in accomplishing work					
Demonstrates professional, administrative, supervisory and/or specialized knowledge required to perform the job					

<b>Creates a culture supportive of labors, which fosters individual motivation, high levels of individual and team performance, and quality of service</b>					
<b>Represents self and situations honestly</b>					
<b>Creates a culture supportive of labors, which fosters individual motivation, high levels of individual and team performance, and quality of service</b>					
<b>Functions effectively under pressure</b>					
<b>Manages assets including technology, equipment, budget and space, where applicable.</b>					
<b>Encourages career growth and training opportunities for labors.</b>					
<b>Skill in preparing reports</b>					
<b>Submit ideas and proposals</b>					
<b>Comments: .....</b> <b>.....</b>					

## II. Management skills

	Poor	Fair	Satisfactory	good	Excellent
<b>Defines expectations and tasks clearly</b>					
<b>Plans and organizes work, coordinates with others, establishes appropriate priorities to ensure work completion</b>					
<b>Delegates work effectively and allows sufficient time for completion of assignments</b>					
<b>Delegates authority when appropriate</b>					
<b>Meeting attendance</b>					
<b>Determines appropriate action and follows through in a timely and decisive manner</b>					
<b>Implements solutions on a timely basis, monitors effectiveness of solutions and makes changes as needed</b>					

Ensures that work products and services consistently meet needs of customers					
Comments: .....					
.....					

### III. JOB Knowledge

	Poor	Fair	Satisfactory	good	Excellent
Remains up-to-date on current trends in the profession					
Brings innovative ideas to the attention of others					
Applies departmental policies, procedures and regulations appropriately					
Applies knowledge effectively to job duties					
Demonstrates knowledge of theoretical, practical and routine aspects of the position					
Comments: .....					
.....					

### IV. Interpersonal Management

	Poor	Fair	Satisfactory	good	Excellent
Demonstrates tact and diplomacy when resolving conflicts and seeks win/win outcomes.					
Evaluates employees objectively, provides timely information on performance and frequent feedback.					
Rewards and recognizes individual and team successes.					
Fosters an enthusiastic and optimistic attitude in the unit.					
Maintains high ethical standards for self and employees; is professional.					

Acts forthrightly in response to unacceptable behavior or performance and focuses on the situation, issue or behavior rather than on the person.					
Demonstrates proper judgment with sensitive information and issues.					
Overall communication style is respectful and professional to staff, colleagues, etc.					
Handles pressure and crisis situations with control and composure.					
Manages personnel issues; enforces policies, safety procedures and work rules.					
Comments: .....					
.....					

Rater's Manger Name	
Rater's Manager's Signature	Date

# Labor Performance Evaluation Form

## Part1: Self-evaluation form- (To be filled by labor)

labor Information			
Name		labor ID	
Job Title		Date	
Department			

- This form is for officially use.
- This form is for professional development.

### Form Instructions:

Use one of the following ratings by ticking correct to describe the performance of the labor in each of the categories.

Performs Excellent:	Performance consistently exceeds expectations for the job-5
Performs good:	Performance often exceeds expectations for the job-4
Perform Satisfactory:	Performance consistently meets expectations for the job-3
Perform Fair	Performance sometimes meets expectations for the job-2
perform Poor:	Knowledge of performance is bad-1

Please answer the following questions by tick:

- **Years of experience:**

☐ Less than 1 year   ☐ 1-5 years   ☐ 6-10 years   ☐ More than 10 years

		Poor	Fair	Satisfactory	good	Excellent
2.	The degree of job satisfaction.					
3.	Degree of difficulty in the work.					
4.	The amount of your work interest.					
5.	Do you see that your work achieve your aims in the next year.					
6.	Actions that taken to develop your performance at work from your boss.					
7.	The amount of your training courses.					
8.	The degree of use your work skills.					
9.	Equipment machinery skills.					
10.	Your commitment to safety rules.					
11.	The amount of your participation in team-work .					
12.	Endurance under pressure.					
13.	Work environment (comfort ability in the seats).					
14.	The degree of satisfaction for your ability to communicate with other labor.					
15.	How well does your output meet the quality standards for this job.					
16.	the labor ability to meet deadlines.					
17.	The amount of your dependability in the work.					
<b>Comments :</b> ..... ..... .....						
<b>Signature of labor:</b>						



# Labor's Performance Evaluation Form -(To be filled by supervisor)

## Form Instructions

1. Use one of the following ratings to describe the performance of the Labor in each of the categories.

Performs Excellent:	Performance consistently exceeds expectations for the job-5
Performs good:	Performance often exceeds expectations for the job-4
Perform Satisfactory:	Performance consistently meets expectations for the job-3
Perform Fair	Performance sometimes meets expectations for the job-2
perform Poor:	Knowledge of performance is bad-1

2. This form shall be sent to the HR department in which a feedback summary will be provided to the employee.
3. Procedures for using this evaluation within departments shall be decided at the department level.
4. Copies of all Supervisor Feedback Forms will be incorporated with the individuals overall performance evaluation and submitted to HR.

	Poor	Fair	Satisfactory	good	Excellent
Does labor interested in his job assignments.					
Does labor Accepts guidance and requests direction as needed.					
Does an assignment without complaining.					
Concerned with other labors' opinions regarding performance of his duties					
New and additional assignments are accepted and performed.					

<b>Works with supervisor in building an effective team</b>					
<b>Objectives, talents and efforts are directed toward the needs to the department and accomplishment of unit's goals</b>					
<b>Improved methods are suggested or readily tried to improve effectiveness of employee's duties.</b>					
<b>Can recognize problems with assignments and advises supervisor.</b>					
<b>Trains and guides less experienced personnel.</b>					
<b>Valid complaints are accepts from other labors personnel</b>					
<b>Problems in personal relationships with other personnel do not impair work relationship.</b>					
<b>Does not antagonize labors.</b>					
<b>Courtesy is demonstrated in labor contacts</b>					
<b>Anger and verbal abuse from citizens does not adversely affect performance</b>					
<b>Knows and is responsible to community problems and advises supervisor.</b>					
<b>Equipment wear, malfunctions are identified and reported</b>					
<b>Specified operating and safety procedures are followed in the use and maintenance of equipment</b>					
<b>Equipment is checked for cleanliness and serviceability</b>					
<b>Response is made promptly, safely and appropriately.</b>					
<b>Assistance provided is appropriate to the need or problem</b>					
<b>Labor can handle a variety of tasks.</b>					
<b>Labor gives 100% to task assigned.</b>					
<b>Work is thorough and tasks completed.</b>					
<b>Labor approaches task in a safe manner.</b>					
<b>Labor wears protective equipment and clothing as required.</b>					

<b>Labor work safety record since previous evaluation is good.</b>					
<b>Labor notifies supervisor of any unsafe conditions.</b>					
Comments : ..... ..... .....					

<b>Rater’s Supervisor Name</b>
<b>Rater’s supervisor Signature</b>
<b>Date</b>

## **Conclusion**

Performance management is a continual process not something that occurs only annually and it's a very important tool in keeping organizations on course towards the achievement of their objectives

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## **Recommendations**

- Challenge and motivation
- Rewards
- Training
- Follow a periodic performance appraisal system
- Feedback
- Treat the problems

