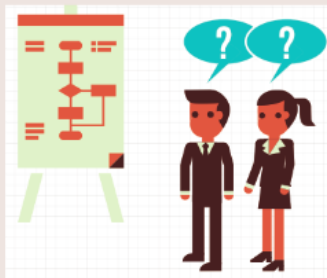


When the Uncountable Counts: An Alternative to Monitoring Employee Performance

Gayatheri Govindasamy
 Michaela Clifton
 Thu (Swendy) Hoang
 Ria Aprilyana
 Melanie Kam



What to monitor?

- Balanced scorecard
- Performance Prism
- TQM process
- Total Measurement Development Method
- Operational Dashboards and Performance Management Frameworks
- Six Sigma

Telstra

Sally Smith, 21 years old Melbourne Telstra employee, high achieving saleswoman for Telstra who received an award for achieving annual sales of at least \$1 million.

"She couldn't understand that even though she was performing, they were calling her on the line."

ANALYSING PERFORMANCE

What is analysis?

- Process of comparing actual performance with agreed performance standards
- This process uses evidence and data collected over the period of management cycle
- There is no evaluation of judgement

How to collect evidence?

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Electronic performance monitoring (EPM) (hidden from workers and is based on quantitative data)

- Point of Sale Systems
- Surveillance
- Performance based software
- Web-based systems

Traditional monitoring (direct observation)

- Monitoring performed by internal or external administrators (notifiable by workers and is based on qualitative data)

Discuss monitoring with staff

- Performance Standards Objectives
- Understanding of Performance measurements i.e. KPIs and CSIs
- Performance goals (goal setting theory): SMART (Specific, Measurable, Achievable, Realistic and Time-framed)

ASADA & WADA

Step 1: Agreed performance standards/objectives

Purpose: To protect Australia's sporting integrity through elimination of doping

Objectives:

- Leadership
- Development/Implementation
- Compliance
- Spies, Movement and Public Authorities
- Information and Data Management
- Education
- Research
- Governance
- Intelligence

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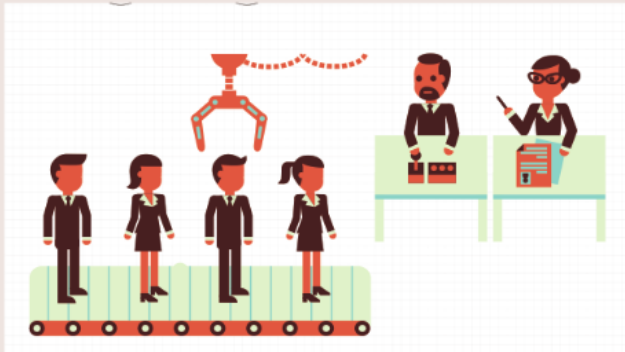
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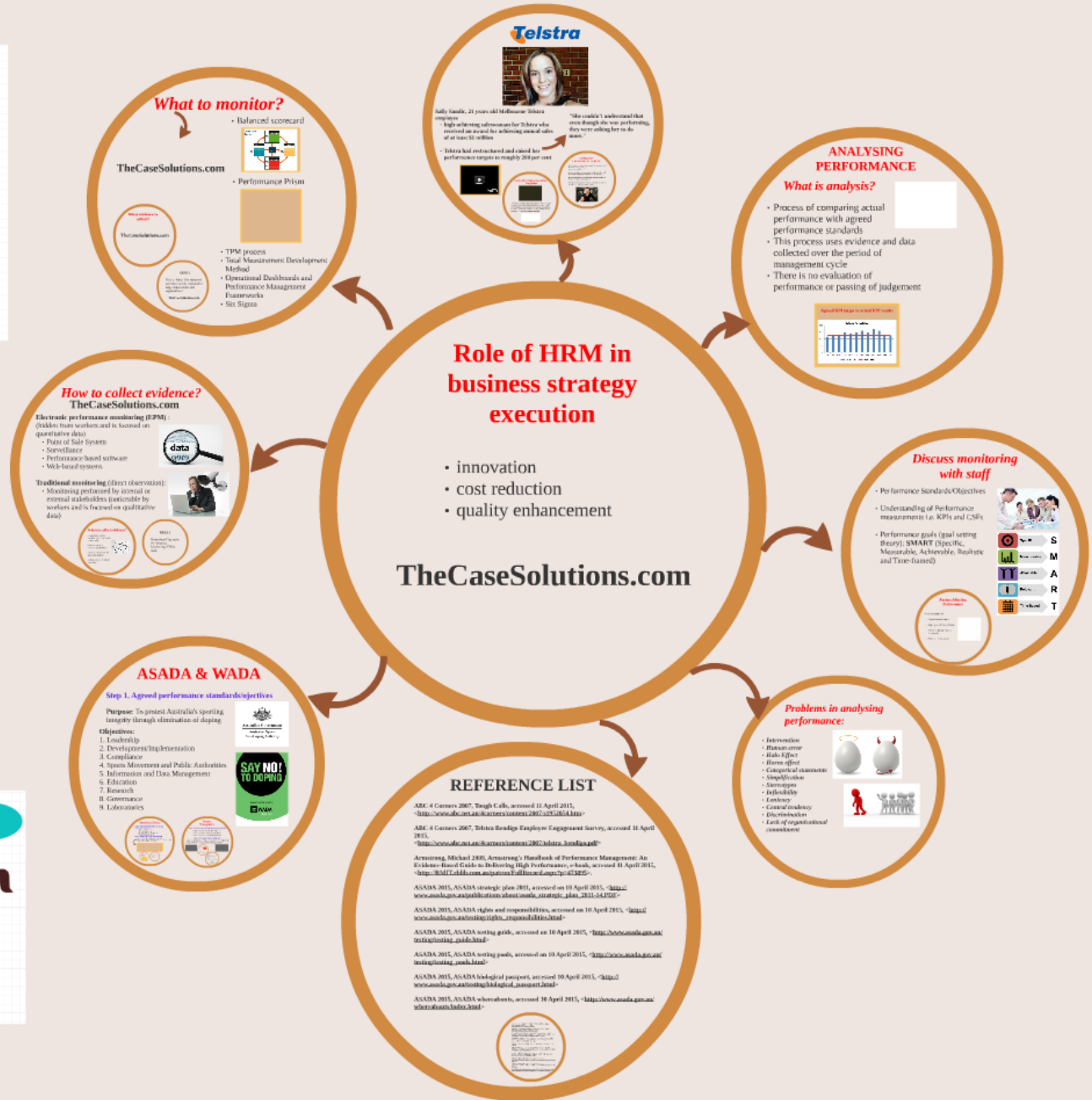
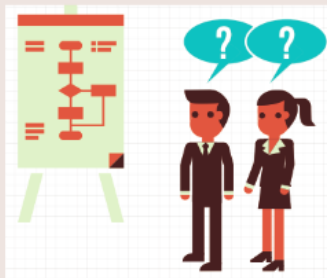
Problems in analysing performance:

- Intimidation
- Human error
- High effort
- Human effort
- Cognitive constraints
- Overconfidence
- Stereotypes
- Indefiniteness
- Leniency
- Central tendency
- Dislike/liking
- Level of organizational involvement



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Operational Dashboards and
Performance Management
Frameworks
Sigma

• There is no evaluation
performance or pas



Role of HRM in business strategy execution

- innovation
- cost reduction
- quality enhancement

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DA
s/objectives

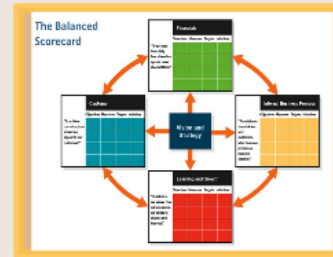


*Problems in an
performance:*

What to monitor?

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- Balanced scorecard



- Performance Prism



- TPM process
- Total Measurement Development Method
- Operational Dashboards and Performance Management Frameworks
- Six Sigma

What evidence to collect?

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QUIZ 1

True or False. The balanced scorecard is only operated in large corporations and organisations

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**What evidence to
collect?**

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QUIZ 1

True or False. The balanced scorecard is only operated in large corporations and organisations

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How to collect evidence?

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Electronic performance monitoring (EPM) :
(hidden from workers and is focused on quantitative data)

- Point of Sale System
- Surveillance
- Performance based software
- Web-based systems



Traditional monitoring (direct observation):

- Monitoring performed by internal or external stakeholders (noticeable by workers and is focused on qualitative data)



When to collect evidence?

- Frequently i.e. daily, weekly, monthly, quarterly and annually
- Based on specific timeframe agreements
- Based on successful and poor performance
- Whenever it is considered necessary



QUIZ 2

Name three Electronic Performance Monitoring (EPM) tools