**MGT 4110 Human Resources Management**  
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Team Assignment II  
**Performance Management**

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# Performance Management

Performance management is an ongoing, continuous process that aims to align the organization’s objectives with the objectives of individuals. As part of this process, job responsibilities, priorities, performance expectations, and development plans are shared and clarified to optimize an employee's performance (The University of Kansas, n.d.). As an integrated process encompassing all activities associated with improving employee productivity, effectiveness, and performance, performance management is more strategic than performance appraisals. The program consists of setting goals, paying for performance, providing training and development, managing careers, and taking disciplinary action as needed (Dessler & Chhinzer, 2020). The performance of employees at work must be reviewed by managers in some way. It is still important to foster and improve your employee's skills and abilities through performance management, and it can significantly impact your organization’s effectiveness. It is important to note that performance management techniques vary from organization to organization (Dessler & Chhinzer, 2020). In addition to setting goals at the beginning of the evaluation period, Human Resources recommends holding feedback sessions throughout the evaluation period and consolidating and evaluating performance at the end of the evaluation period as part of this process (The University of Kansas, n.d.).

## Importance

Having a performance management system in place will clarify what every employee is expected to achieve. This will also provide a breakdown of their key performance indicators by milestone. Employees can get a high-performance appraisal grade or receive their bonus incentive with a task list. It could lead to promotions and better opportunities (Koskarova, 2022). All work behavior must be influenced by the integrated performance management system across the organization. In this process, several aspects of an employee's performance are assessed. A performance management system serves three fundamental purposes: it aligns employee actions with strategic goals, promotes culture change and provides input into other HR systems, such as training and remuneration, which eventually helps the organization achieve its objectives (Dessler & Chhinzer, 2020). As a result, performance management is directly related to incentives and discipline. It may be necessary to introduce a merit award system for good employees; however, for those performing inconsistently, you can develop a disciplined process that includes specific action plans to encourage them to improve their performance (Koskarova, 2022).

# Performance Management Process

Step 1: Establishing performance expectations:Performance expectations and goals must be defined as part of the first step to help employees understand their work impacts business objectives. Performance expectations must be measurable, legally defensible, and associated with job functions and communicated and supported as such. It is imperative to always inform employees of how and on what basis they will be evaluated in advance (Dessler & Chhinzer, 2020).

Step 2: Coaching and providing feedback on an on-going basis:Business environments that are dynamic often review employees' performance more frequently. Regular feedback helps employees understand what is expected of them and what they need to do to reach their goals. Furthermore, these sessions help employees identify areas for improvement. Employees will be able to acquire and enhance new skills, which will advance their careers and improve their personal development (Dessler & Chhinzer, 2020) (Performance Management Process, 2023).

Step 3: Discuss performance appraisals and evaluations:Formal methodologies are generally used in appraisals. Performance appraisals and evaluations discussion allow managers and employees to set goals together. This also enables managers to identify areas of training that need improvement. This step may also lead to salary increases or promotions for highly performing employees (Dessler & Chhinzer, 2020).

Step 4: Establish performance incentives and consequences:Employees should be rewarded or incentivized for their hard work. Rewards can be bonuses, promotions, holidays, or time off. Incentives can create a high-performance culture by motivating employees beyond their regular duties. A performance appraisal aims to improve employee performance by focusing on activities that add value to the company (Dessler & Chhinzer, 2020) (Performance Management Overview, n.d.). In contrast, poor performance can result in a reprimand, a warning, a demotion, or even termination. Support, accommodation, and training should be provided to help employees achieve their goals. Despite their lack of motivation, consequences are essential in reinforcing performance expectations and establishing accountability (Dessler & Chhinzer, 2020).

Step5: Discussion of career development:As part of this discussion, the manager and the employee discuss opportunities for the employee's knowledge, skills, and abilities to be strengthened or improved. It is important to strike a balance between business needs and employee preferences. The opportunities may be geared toward boosting performance in areas of current concern or focusing on developing new knowledge pertaining to future career goals (Dessler & Chhinzer, 2020).

# Methods Of Performance Appraisal

Performance appraisal is a formal way to regularly review and rate an employee’s performance. It is an important item for performance management as it is directly related to the organization’s overall success (Fajar, 2014). For this reason, creating a successful performance appraisal system is one of the most important issues of top management. A successful appraisal system assesses achievements and establishes plans for the goals of thecompany (Fajar, 2014). For a successful appraisal system, employees should feel that it is fair, reflects their everyday work, and has a relevant result that will contribute to their performance (Fajar, 2014). There are several performance appraisal methods. Three of them we selected are 360-degree performance appraisal method, rating scale performance appraisal method and Behaviorally Anchored Rating Scale (BARS) performance appraisal method.

## 360-Degree Performance Appraisal Method

The 360-degree performance method is a modern and popular method. It refers to a style of performance evaluation in which several parties, such as the manager, direct reports, peers, and customers, provide input on an employee’s performance. The variety of feedback coming from different evaluators makes the result rich in content (Kanaslan and Iyem, 2016). It also includes a self-evaluation based on the evaluations of others, which helps employee to see her/his strengths and weaknesses. This positively supports their future career development and performance (Gorun et al., 2018). This method focuses on the big picture, making the result objective and more reliable compared to traditional appraisal methods. It is believed to enhance communication (Gorun et al., 2018). Another very important advantage of this method is that it is assumed to be more legally defensible (Fajar, 2014). One major disadvantage of this method is the lengthy time of the evaluation. As many people are involved in the evaluation process, it takes more time than the other appraisal methods (Kanaslan and Iyem, 2016). Another handicap about this method is its high cost (Kanaslan and Iyem, 2016). Thirdly, negative employee assessments may result in litigation (Gorun et al., 2018). Reliability was a question mark as it was thought that colleagues could make positive evaluations and employees in the same position could give negative feedback considering the competition (Kanaslan and Iyem, 2016).

## Rating Scale Performance Appraisal Method

It is a traditional appraisal method that is used to assess employee performance in assessment categories based on pre-determined factors (Fajar, 2014). Job outcomes such as quality of work, productivity, personal behaviors such as effective communication, teamwork and personal traits such as extra-version, openness to experience can all be assessed on a numerical scale, generally from 1 to 5 (Fajar, 2014). The average score reflects the performance evaluation result (Fajar, 2014). Some forms include space to allow the evaluator to remark on the assessment provided for each criterion (Fajar, 2014). One of the advantages of this method is that it is simple and can be easily implemented to the system of the organization by determining the criteria for each title and putting them together in a form. There is no need for software (Majid, 2016). It can be conducted on paper base, so it is not costly (Majid, 2016). Additionally, it is quantifiable as in the end a numeric result is formed (Majid, 2016). In this method, the main concern is the selection of the right factors based on the job description and organization needs. If wrong factors are selected, the result will mislead the overall performance score of the employee. Another disadvantage of this method is that it is subjective, and it needs interpretation. Additionally, the factors might be very generic and miss particular work practices (Majid, 2016).

## Behaviorally Anchored Rating Scale (BARS) Appraisal Method

BARS method combines aspects of critical incident approaches and standard rating scales. Different performance levels are scaled, each characterized by an employee's particular work behavior (Fajar, 2014). The BARS method focuses on traits important for improving work performance and valuates performance using behavioral statements (Betty & Mandere, 2020). The approach emphasizes the amount and quality of an employee's work (Betty & Mandere, 2020). The main difference between the Rating Scale Method and the BARS method is that in the Rating Scale method, the rankings are more generalized such as good, medium, bad (Debnath et al., 2015). On the other hand, in the BARS method, the performance rating scale is determined differently for each task objective, so it provides more specific ranking (Debnath et al., 2015). As it is very job-related, the BARS method is accepted to be more effective than traditional methods in performance evaluation (Debnath et al., 2015). Another advantage of this method is that it is believed to provide qualified and reliable results as rating accuracy is high. Finally, there is a feedback column for each criterion which might be proof or an example of the reason for the rating. According to the research, feedback received based on BARS has been well accepted by employees (Debnath et al., 2015). Important disadvantages of the BARS method can be listed as cost, complexity and time consuming. A lot of work needs to be done to make accurate BARS forms for every job in the organization. The maintenance of BARS documents is also difficult as they need to be updated frequently (Campling, 2020).

# Selected Appraisal Method

Employee turnover and honesty are the Carter Cleaning Center’s biggest issues. For this reason, we wanted to select an appraisal method which could contribute to the reduction of the employee turnover and help the detection of unethical employee behavior.

Being objective is one of the key items that makes employees believe in the result of the performance management evaluation (BRYQ, 2022). As rating scale appraisal method is subjective, we eliminated using it for Carter Cleaning Centers.

The effectiveness of the feedback is another item that employees expect from a performance management system. To get effective feedback, the assessment should be relevant with the defined roles and goals of the employee. Getting complete and accurate information makes the feedback credible (McShane et al., 2021). 360-degree appraisal method is accepted to provide accurate feedback. However, it is costly, time taking and open for emotional reaction in case of receiving negative feedbacks from colleagues (McShane et al., 2021), hence we do not think that it will be the best appraisal method for this company. Being criticized by several people inside the organization may increase the turnover rate as well. On the other hand, the BARS method could be a preferable appraisal method for this company as it is accurate, reliable, objective and less costly (Aware Recruiter, 2023). We believe that Carter Cleaning Centers need an appraisal system which includes an assessment for both job performance and behavioral aspects. Only such an appraisal system could help the company detect the employees' unethical behavioural tendency through performance management system. Creating a rating scale based on a particular and observable behavior connected to work performance is part of the BARS Method. Honesty, integrity, and sense of ethics could be set as specific behavioural traits to accurately assess an employee’s performance in these areas (Arcement, 2015). As a result, we believe that BARS is the most suitable method among the above listed appraisal methods for Carter Cleaning Centers.

## Key Features and Rationale Of Performance Management Tool

Our employee performance appraisal BARS tool created for Carter Cleaning Centers is a fairly straightforward exercise. It includes a title that shows the function of the document and a brief identification of the employee being appraised, including – employee position, name, title, and store name. Enabling an easy and consistent identification system across the organization would limit a situation in which one employee is confused for another. The appraisal document further briefly introduces the centralized way an employee should be rated to ensure uniformity and reliability. This is important to ensure fairness and that the evaluation measure is similar and comparable across the organization. Hence, no employee enjoys an undue advantage over another, possibly leading to discrimination lawsuits. Thus, the employees are rated on an ordinal scale of 1 to 5. Each level means Unsatisfactory, Needs Improvement, Meets Expectations, Exceeds Expectations and Outstanding, respectively.

To ensure objectivity, segments of the employee's core functions and expected behaviours are outlined with 5 related questions given in each part for the evaluator to appraise with ratings of either level 1, 2, 3, 4, or 5. Core functions and behavioural expectations necessary for a manager at Carter Cleaning Centers include inventory management, staff management, customer service, quality management, daily operations, leadership skills, health and safety, financial management, honesty and integrity, and a sense of ethics. The functions and behavioural examples are developed based on a collaborative process between the supervisor and the employee. They are often based on thoroughly analyzing the job duties and responsibilities (Dessler & Chhinzer, 2020). Finally, to allow for a balance and further understanding of the employee’s appraisal, an allotment is made to provide feedback on areas of improvement for each expected function and behaviour to enhance the employee’s role perception and clarity (McShane et al., 2021).

## How It Fits into The Performance Management Process

The performance appraisal tool created for Carter Cleaning Centers has all vital elements of BARS appraisal methods, which include specific behavioural anchors, a rating scale, collaboration involving multiple stakeholders (including the supervisor, employee, and job analysts), objectivity, feedback, and a developmental focus. This fits into the performance management process because it ensures that the behaviours relevant to the employee’s job function are appraised. It allows for goal setting and feedback which provides effective ways of measuring, following, and improving employee performance (Roberts, 2003). A mix of goal setting, specific behavioural evaluations and feedback makes this useful in employee development which is critical in performance management (Dessler & Chhinzer, 2020). The information extracted can be used to identify and effectively meet the employee’s training needs. Lastly, it supports the firm’s reward and recognition system as this too can be used to it can be used to identify employees with high levels of performance that deserve recognition or rewards (McShane et al., 2021).

## How It Can Be Adapted Organization Wide

*(Adapted from Dessler & Chhinzer, 2020; Kaplan & Norton, 2014; and* McShane et al., 2021)

1. A job analysis should be conducted to identify specific behaviours and actions for each job.
2. Develop specific, measurable and relevant behavioural anchors in collaborating with supervisors, employees, and job analysts.
3. It is necessary to have training supervisor(s) to ensure the appraisal tool is used effectively.
4. Pilot with a small group. It will allow for early adjustments based on results and feedback.
5. Use effective communication and training will be necessary to ensure the purpose and benefits of the tool are well understood and that employees are confident about using it.
6. Conduct regular evaluations to ensure the appraisal tool is continuously effective and meets the organization’s needs and environmental changes.

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# Employee Performance Appraisal for Carter Cleaning Centers

**Position: Manager**

**Employee Name:**

**Title:**

**Store Name:**

This appraisal tool is designed for a managerial position in a dry-cleaning store with BARS method. Please mark which best describes this employee’s performance and provide your feedback in the designated areas. The rating scale used for this appraisal tool is given below.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Level 1** | **Level 2** | **Level 3** | **Level 4** | **Level 5** |
| Unsatisfactory | Needs Improvement | Meets Expectations | Exceeds Expectations | Outstanding |

1. **Inventory Management**

|  |  |
| --- | --- |
| 1. The manager fails to effectively manage the inventory, resulting in overstocking, stockouts and waste. |  |
| 1. The manager can manage the inventory, but occasionally fails to optimize stock levels, struggles to accurately track and order supplies. |  |
| 1. The manager manages the inventory effectively, fails to minimize waste. |  |
| 1. The manager manages the inventory effectively, optimizes the stock levels, minimizes the waste. |  |
| 1. The manager takes initiative in implementing enhancements for inventory management while effectively managing the inventory with optimized stock levels and minimized waste. |  |

Feedback:

1. **Staff Management**

|  |  |
| --- | --- |
| 1. The manager is unable to efficiently manage personnel, leading to unsatisfactory output, demotivated employees, and a high rate of staff turnover. |  |
| 1. The manager can manage personnel, but may not always maximize employee potential and satisfaction |  |
| 1. The manager effectively manages personnel, maximizes employee potential and satisfaction |  |
| 1. The manager consistently manages personnel effectively, maximizes employee potential and satisfaction, and proactively identifies opportunities for improvement |  |
| 1. The manager proactively implements staff management improvements that result in improved performance, morale, and retention |  |

Feedback:

**Customer Service**

|  |  |
| --- | --- |
| 1. The manager does not make eye contact with customers, does not address their complaints, and provides poor service overall. Customers are consistently dissatisfied with the service they receive. |  |
| 1. The manager occasionally makes eye contact with customers but does not consistently engage with them. Complaints are not always addressed promptly, and the overall level of service is inconsistent. |  |
| 1. The manager generally makes eye contact with customers and addresses their complaints, but there is room for improvement in terms of overall customer service. Customers may still express dissatisfaction with the level of service they receive. |  |
| 1. The manager consistently makes eye contact with customers, engages with them in a friendly and helpful manner, and addresses complaints promptly and effectively. Customers generally express satisfaction with the level of service they receive. |  |
| 1. The manager goes above and beyond in providing excellent customer service. They actively seek out opportunities to engage with customers, address complaints proactively, and consistently exceed customer expectations. |  |

Feedback:

1. **Quality Control**

|  |  |
| --- | --- |
| 1. The manager has a high rate of mistakes and errors checking the quality in cleaning and pressing clothes and does not follow quality control processes and standards. |  |
| 1. The manager follows quality control processes and standards, but occasionally makes mistakes or overlooks issues. |  |
| 1. The manager follows quality control processes and standards, notices and corrects mistakes in a timely manner with minimal errors. |  |
| 1. The manager pays a high level of attention to detail, actively tries to prevent errors, and consistently provides quality controls for high-quality cleaning and pressing services. |  |
| 1. The manager ensures that all clothing and textiles are cleaned and pressed to a high standard of quality, checks for any damage or stains, and implements measures to prevent errors or mistakes. |  |

Feedback:

1. **Health and Safety**

|  |  |
| --- | --- |
| 1. The manager does not implement any safety protocols or provide any training to employees. The workplace is not safe, and employees are at risk of accidents and injuries. |  |
| 1. The manager has some safety protocols in place, but they are not consistently applied or monitored. Training is not provided regularly, and employees may not be aware of all safety procedures. |  |
| 1. The manager has implemented basic safety protocols, but there are still some areas for improvement. Training is provided periodically, but not consistently, and safety protocols are not consistently applied or monitored. |  |
| 1. The manager has implemented comprehensive safety protocols and regularly monitors their effectiveness. Employees receive regular training in safety procedures, and the workplace is considered safe by industry standards. |  |
| 1. The manager has gone above and beyond in ensuring workplace safety. They have implemented innovative safety protocols, regularly monitored their effectiveness, and consistently provided training to employees. The workplace is considered a model for safety in the industry. |  |

Feedback:

1. **Daily Operations**

|  |  |
| --- | --- |
| 1. The manager rarely manages daily operations and often leaves tasks unfinished. The store is often unkept. |  |
| 1. The manager occasionally manages daily operations but struggles to prioritize tasks effectively. The store is unkept at times. |  |
| 1. The manager consistently manages daily operations effectively, ensuring tasks are completed in a timely manner. The store is often clean. |  |
| 1. The manager effectively manages daily operations and implements improvements to increase efficiency. The store is always clean and in order. |  |
| 1. The manager effectively manages daily operations. Anticipates potential issues and takes proactive measures to mitigate them before they become problems. The store is always clean and in order. |  |

Feedback:

1. **Financial Management**

|  |  |
| --- | --- |
| 1. The manager fails to keep accurate financial records and does not follow budgetary constraints, resulting in financial losses for the store. |  |
| 1. The manager occasionally manages finances effectively but lacks consistency in financial planning and reporting. |  |
| 1. The manager follows budgetary constraints and keeps accurate financial records, but may struggle with identifying opportunities to reduce expenses |  |
| 1. The manager demonstrates an understanding of financial management principles and consistently meets or exceeds budgetary goals. |  |
| 1. The manager manages the cash flow effectively, monitors expense and keeps accurate financial records and prepares financial reports in a timely manner. Identifies opportunities for reducing expenses. |  |

Feedback:

1. **Leadership Skills**

|  |  |
| --- | --- |
| 1. The manager does not communicate with the team, is not accepted by the employees, shows no empathy towards their concerns, is resistant to change, and is unsuccessful in providing solutions to problems. The team is demotivated, and performance is negatively impacted. |  |
| 1. The manager occasionally communicates with the team, but there are still issues with acceptance by employees, empathy, and adaptability to change. Solutions to problems are not consistently provided, and performance may be impacted as a result. |  |
| 1. The manager communicates with the team and attempts to address employee concerns, but there is room for improvement in terms of empathy and adaptability to change. Solutions to problems are provided but not always in a timely manner. |  |
| 1. The manager communicates effectively with the team and actively addresses employee concerns, showing empathy towards their perspectives. The manager is able to adapt to change easily and is successful in providing solutions to problems. |  |
| 1. The manager goes above and beyond in leading the team, providing regular feedback, and actively seeking out opportunities for growth and development. They foster a positive and inclusive workplace culture and are highly effective in addressing problems and driving performance. |  |

Feedback:

1. **Honesty, Integrity and Sense of Ethics**

|  |  |
| --- | --- |
| 1. The manager demonstrates a lack of understanding or disregard for ethical principles and rarely demonstrates honesty and integrity in decision-making and interactions with employees and customers, and often behaves in a manner that undermines the company's reputation and image. |  |
| 1. The manager demonstrates a lack of honesty and integrity in decision-making and interactions with employees and customers and often disregards ethical principles. |  |
| 1. The manager consistently behaves with honesty and integrity and sense of ethics but may not always demonstrate courage in expressing their opinions when it is required, which can affect the effectiveness of their leadership. |  |
| 1. The manager consistently demonstrates honesty, integrity, and courage in decision-making and interactions with employees and customers. Takes ownership of their actions and decisions and sets an example for others to follow in ethical behavior. |  |
| 1. The manager takes the initiative to establish procedures and regulations that encourage personnel to adhere to ethical principles, honesty, and integrity. Regularly monitors and ensures compliance with ethical standards and holds employees accountable for their actions. |  |

Feedback: