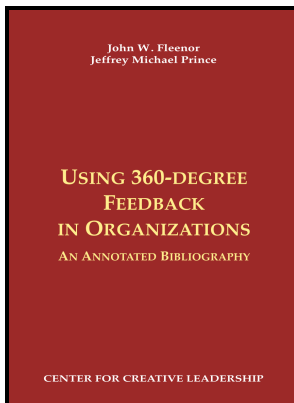


# Practice of individual performance review and the demise of performance related pay - a case study of a NHS trust

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Notes: Dissertation (M.A.) - University of Warwick, 1997.

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## Unit 7 Developing Managing Performance Assignment

Industrial unions typically emphasize the power of numbers in reaching wage bargains; craft unions and professional associations typically emphasize skills. There is always the danger that, in an environment with heavy legalistic protections for employees, the performance appraisal system will be asked to provide an unrealistic level of measurement rigor. There are also theoretical perspectives suggesting that organizations vary in their ability to define strategic goals so that they are likely to be understood and seen as legitimate by their employees, their other stakeholders, and the public.

## Evans Tourish (2017) Performance Appraisal Agency Theory

It depicts appraisers as suffering from biases in their perceptions of others, lacking in feedback skills, poor at listening, too wedded to appraisal forms, insufficiently wedded to appraisal forms, inclined to offer feedback too frequently or too infrequently or as otherwise deficient in some toolkit that it is assumed will improve their practice. Losing the link between process and purpose Make sure the goal of your performance management systems drives the process, and be ready to make changes if required. This contributes to a focus on the most immediately visible and quantifiable aspects of performance, thus undermining the opportunity to identify long-term employee development and performance needs Antonsen, 2014.

## SAMPLE PERFORMANCE COMMENTS

To be clear, it is not our intention to suggest that all problems with appraisal can be explained in this manner.

## Unit 7 Developing Managing Performance Assignment

Human Resource Management International Digest, 24 3 , pp.



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