

Steve Woloz & Assoc. Inc.

Consultants en Génie industriel et en Gestion
Consultants En Certification ISO
Certifiés par le Gouvernement



Industrial Engineering and Management Consultants
ISO Certification Consultants
Certified by the Government

www.swaassoc.com

TEL: (514) 944-8241

E-MAIL: s.woloz@swaassoc.com

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Memo to: **CEO; CFO; Dir. of Human Resources**
From : **Steve Woloz Associates Inc.**
Concerning: **Performance Management and Evaluation (PEMP)**

1. Introduction

SWA's experience in performance evaluation and management (**PEMP**) has helped our clients to enforce their employees' level of motivation and leadership while providing the upper management with effective tools to monitor their employees' productivity and determine their fair compensation. The program has proven effective throughout all the departments, including sales, accounting, purchasing and production.

The performance management program allows the employees and their supervisors to discuss company wide and individual performance goals and jointly create a plan for achieving those goals.

2. Program Benefits

Some of the benefits of such a process are:

- To evaluate each employee's effectiveness in performing assigned duties and responsibilities;
- To form the basis for salary adjustment;
- To identify factors that can improve job performance;
- To clarify performance standards as they relate to the current job description;
- To assist employees in developing additional knowledge and skills for job advancement;
- To recognize outstanding performance;
- To document shortcomings or substandard performance and suggest ways to improve it;
- To determine retention of an employee at the end of the probationary period;

To outline potential career goals.



3. WHY This Program!

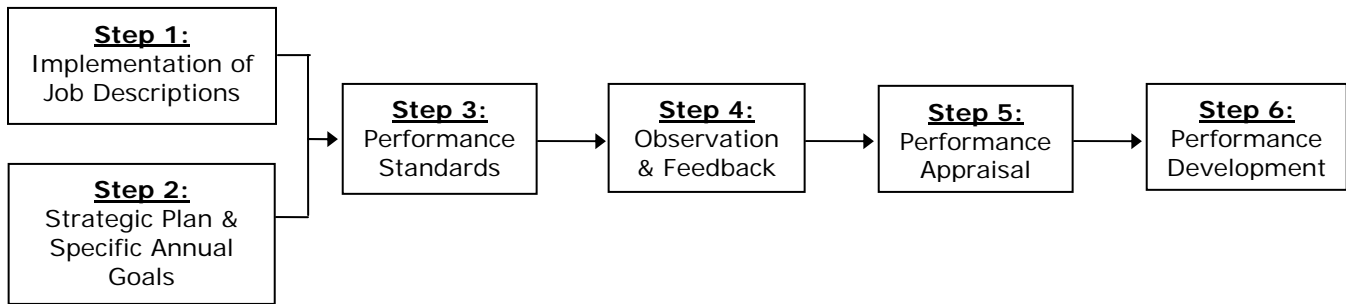
Development plans will contribute to the achievement of the company’s goals as well as the professional growth of the employee. The constantly changing apparel environment must be taken into consideration when establishing a planning process.

4. Our Procedure

Our procedure to develop and implement this program involves a combination of group meetings with the company administrators followed by individual coaching with the key managers. Key persons in the company include those persons functioning in the capacity of management information reporting and human resources. The principal of the company must set the overall salary guidelines in addition to the limits of for sharing financial information. To facilitate the process, templates are provided to standardize the compilation and documentation process. In addition, benchmarking of salary scales is used to provide the comparative data

5. Implementation Steps In the Process

Performance Management Implementation





Step 1: Job Descriptions

The implementation of a job description is a process of systematically collecting, analyzing, and documenting the important facts about a job. It provides a basis for job-related selection procedures and for the determination of performance standards.

The job description specifies:

- The specific job functions and tasks
- The essential functions and tasks
- The percentage of time typically spent performing each function
- The skills, qualifications and abilities required to perform the job successfully
- The physical, mental, technical and scholastic requirements of the position
- Special conditions of employment
- The level of supervision received and exercised.

Step 2: Strategic Plan

A strategic plan consists of a mission statement, identified goals related to the company's mission, as well as strategic initiatives that will allow it to accomplish each goal:

- The mission statement describes the fundamental reason that the company and each of its departments exist;
- The goals specify the results that will enhance the mission,
- Strategic initiatives set out the specific steps that are necessary to achieve those results.

Individual employees will each contribute to the realization of the specified goals and may be responsible for accomplishment of specific strategic initiatives in support of those goals. To ensure that initiatives are achieved successfully, those in charge of particular strategic initiatives are usually named and due dates are set.

Step 3: Standards of Performance

The performance standard provides a benchmark against which to evaluate work performance. While the job description describes the essential functions and the tasks to be done, the performance standards are written statements describing *how well* each function or task must be performed in order to meet or exceed expectations.

Standards of performance are usually developed in collaboration with the employees who do the tasks or functions.

Step 4: Observation and Feedback of Performance

Providing feedback about work performance should be based on observed and/or verifiable work-related behaviors, actions, statements, and results. Effective feedback helps the employee sustain good performance, to develop new skills and to improve performance when necessary.

Step 5: Performance Appraisal

Performance appraisal consists of summarizing, assessing and developing the work performance of an employee. In order to be effective and constructive, the employee's supervisor should make every effort to obtain as much objective information about the employee's performance as possible.



Step 6: Performance Development

Developing employee performance furthers the mission of the organization and enhances the overall quality of the workforce within the company by:

- Helping to sustain employee performance at a level which meets or exceeds expectations;
- Enhancing job- or career-related skills, knowledge and experience;
- Promoting a climate of continuous learning and professional growth;
- Enabling employees to keep abreast of changes in their fields;
- Promoting affirmative action objectives;
- Motivating employees.