



Al-Farabi University



**Personnel assessment and
labor productivity
management**

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Personnel assessment and labor productivity management

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assessment

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criteria

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Personnel assessment and labor productivity management

Personnel assessment is a system for identifying certain characteristics of employees, which then help the manager in making management decisions aimed at increasing the performance of subordinates.



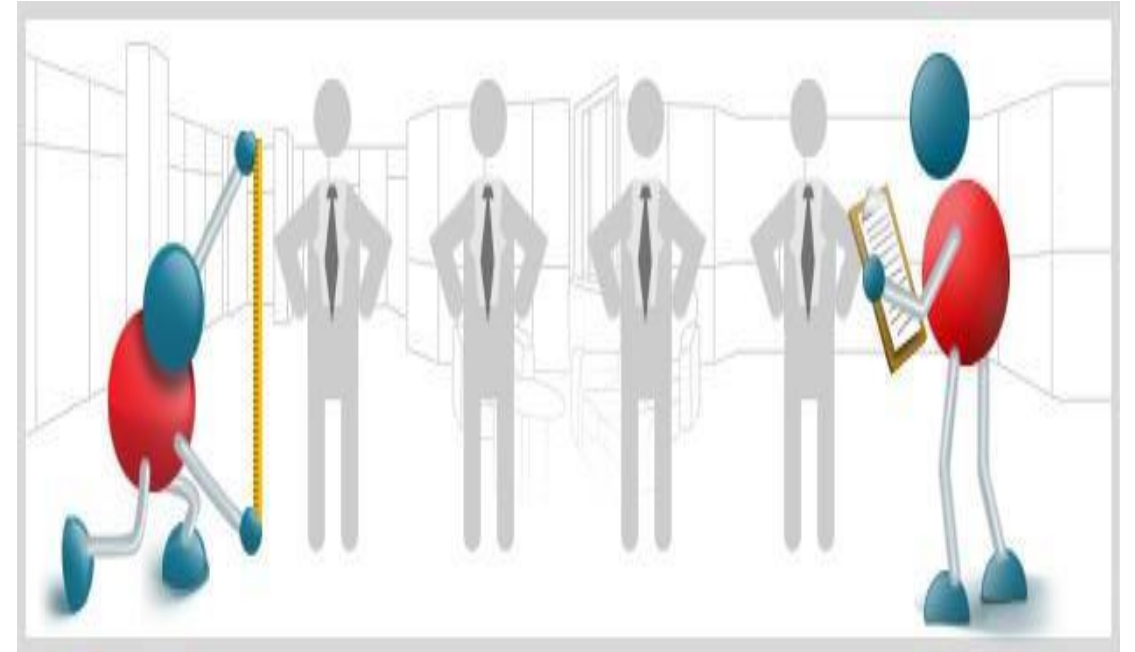
The assessment should be carried out regularly.



The assessment should have a clearly defined goal.



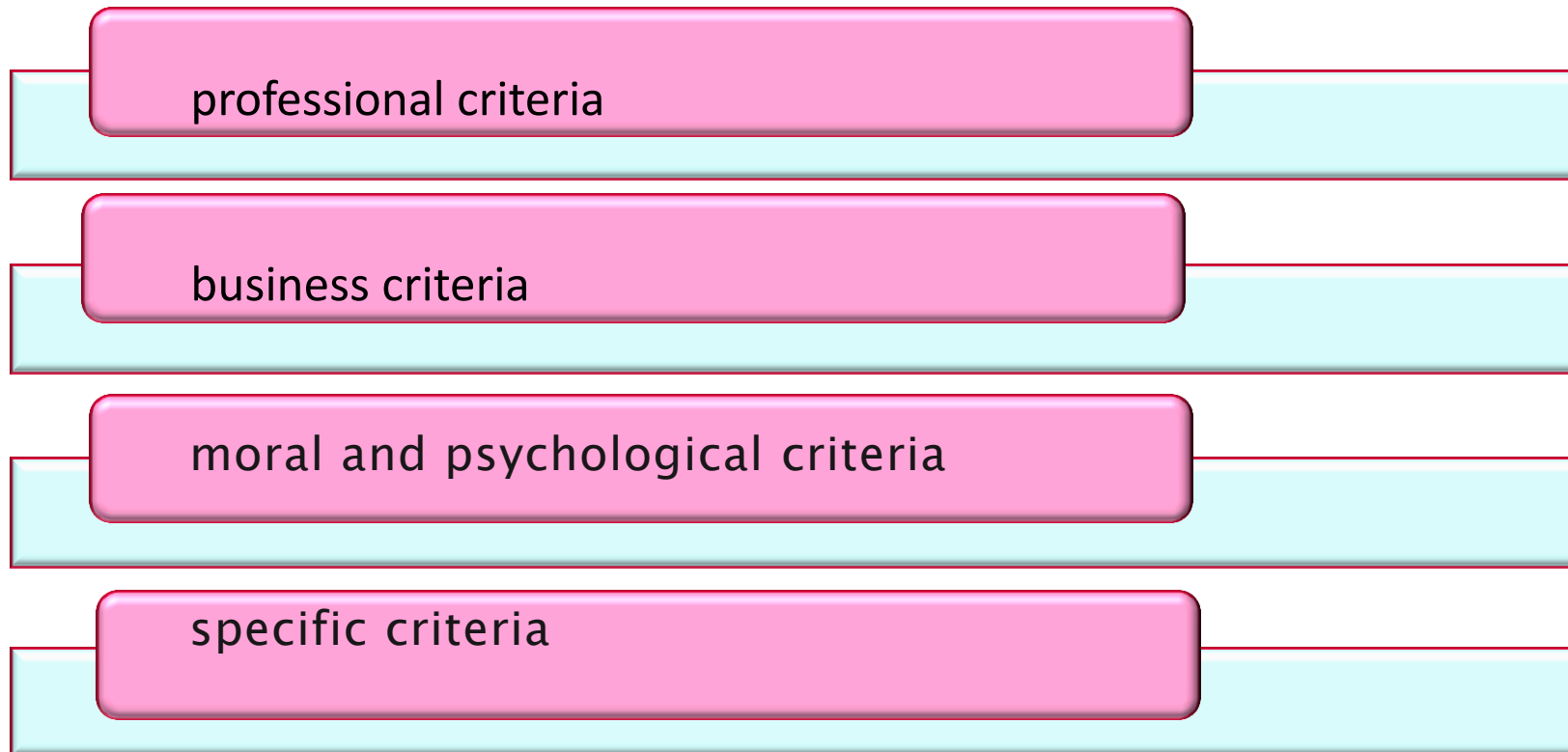
The evaluation system should be transparent to everyone and based on generally understandable criteria



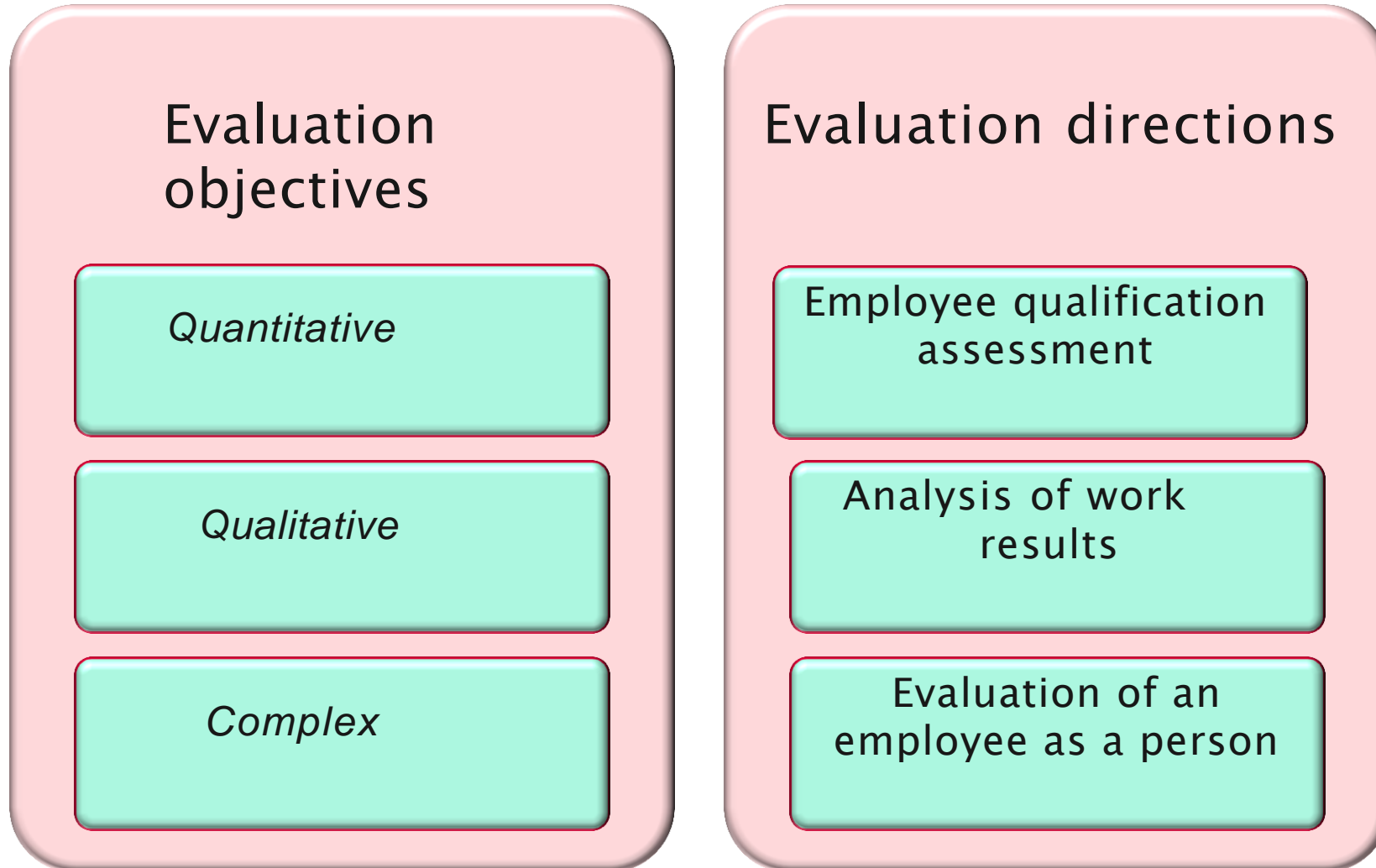
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Personnel assessment criteria - the threshold beyond which the status of the indicator will meet or not meet the established (planned, standardized) requirements.

There are four groups of criteria that are used in any organization with some adjustments:

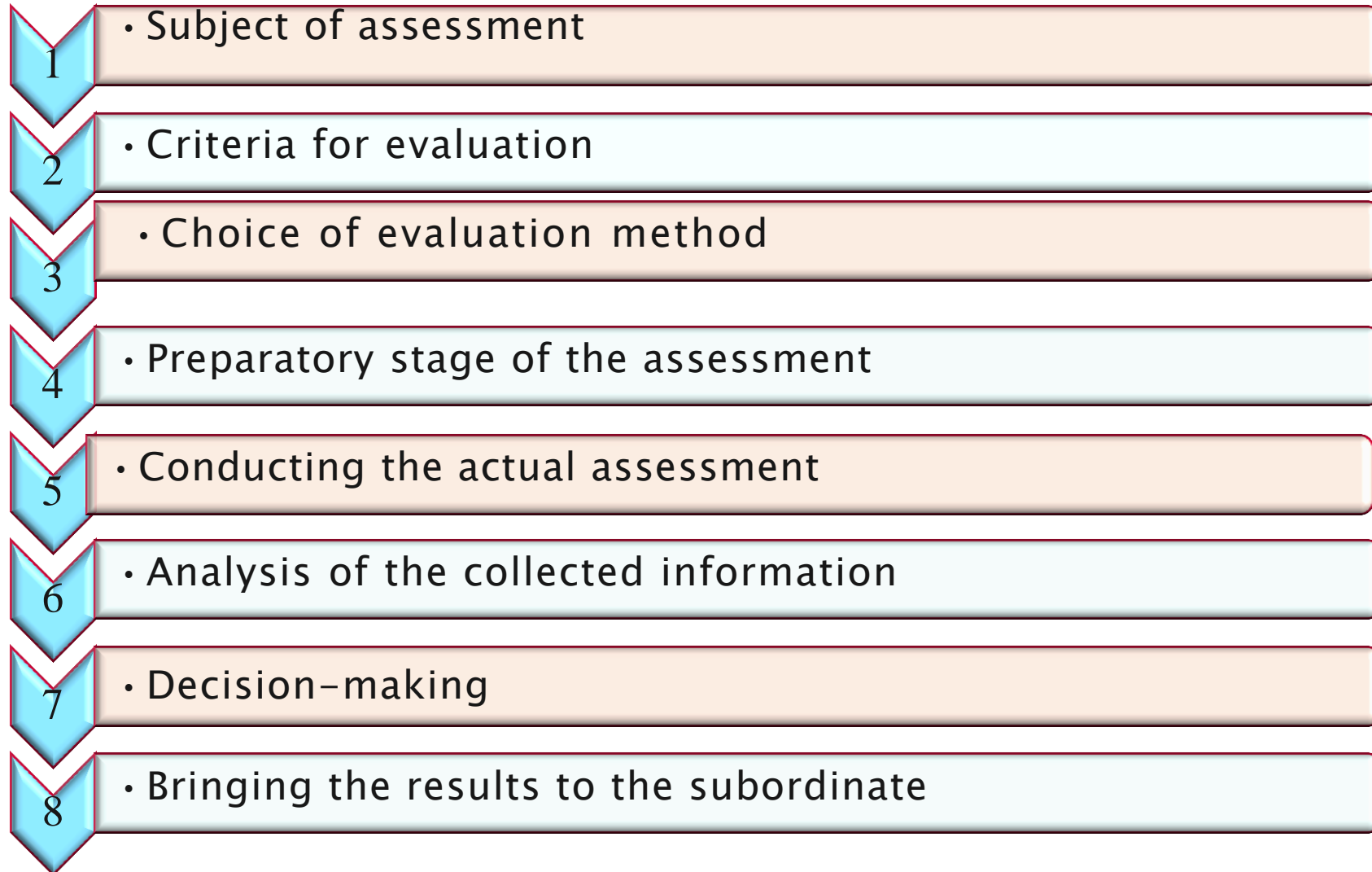


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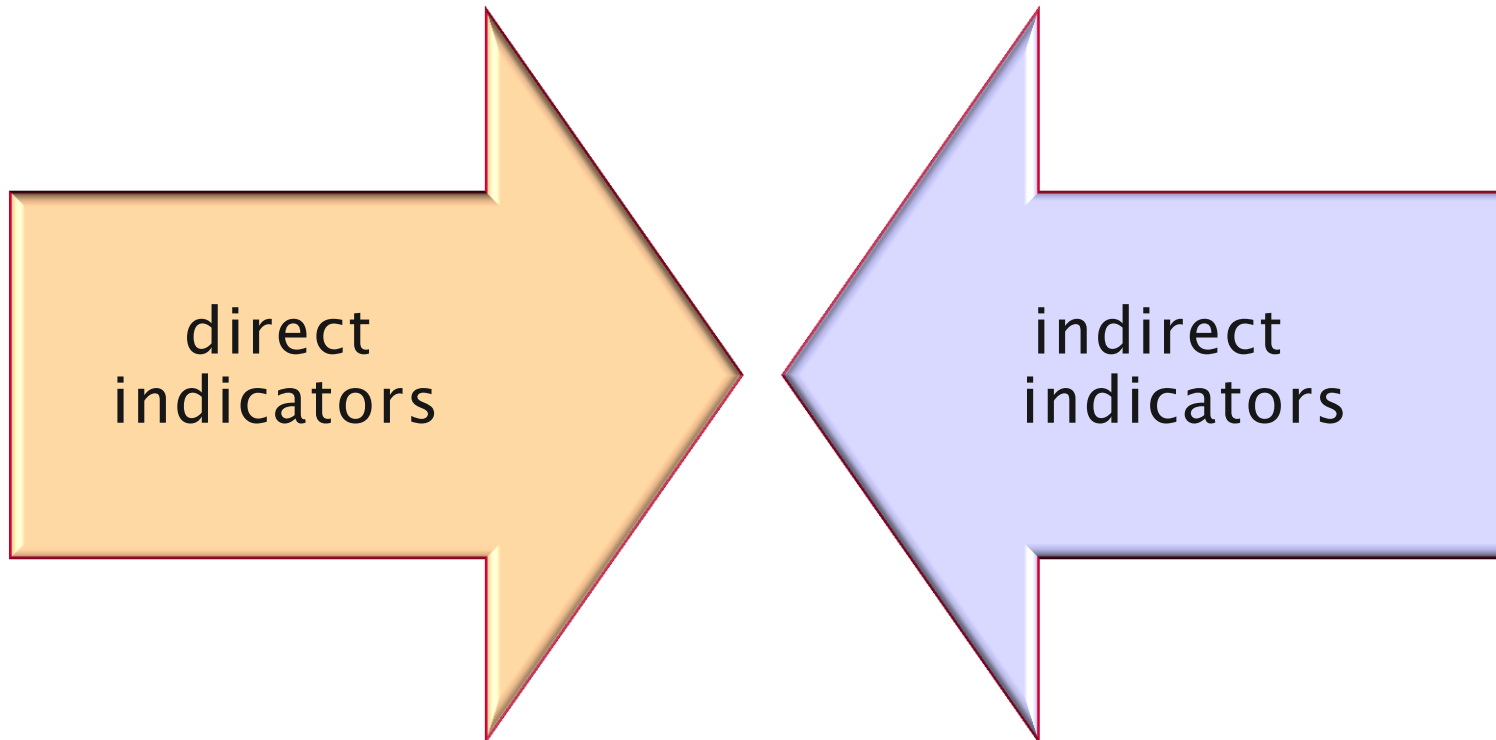
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Personnel assessment procedure::



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When evaluating labor productivity, two groups of indicators are used



Personnel assessment and labor productivity management

List of indicators for evaluating the results of work for some positions of managers and specialists

Positions	List of indicators for evaluating the results of labor
Head of the organization	<ul style="list-style-type: none">▪ Profit▪ Profit Growth▪ Profitability of production▪ Capital turnover ratios▪ Market share▪ Product Competitiveness
Line managers (heads of production, workshops, foremen))	<ul style="list-style-type: none">▪ Fulfillment of planned tasks in terms of volume and nomenclature▪ Dynamics of production volume▪ Dynamics of labor productivity▪ Reducing production costs▪ Number of complaints and their dynamics▪ Product quality indicators▪ The magnitude and losses from downtime▪ Staff turnover rate

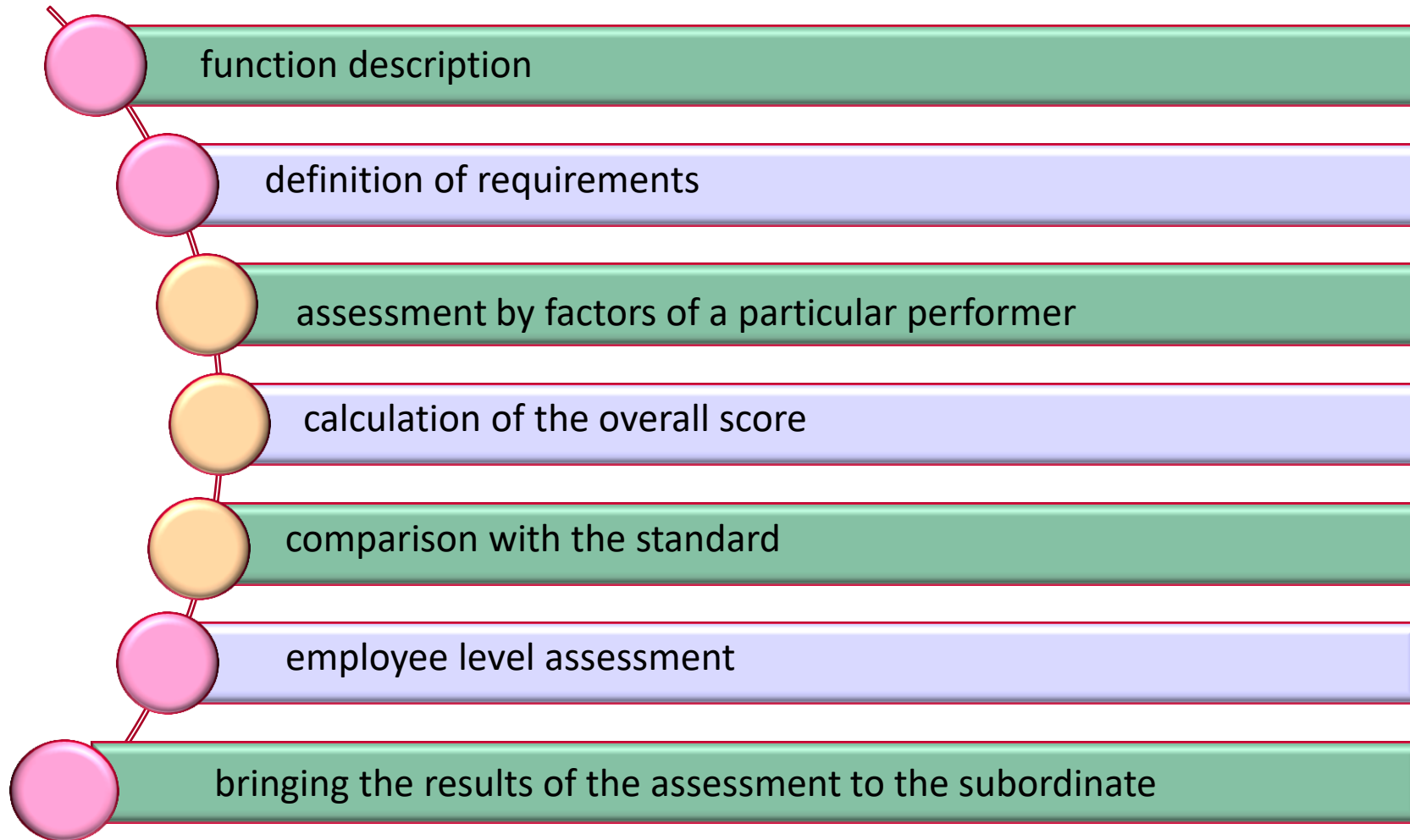
Personnel assessment and labor productivity management персонала и управление производительностью труда

List of indicators for evaluating the results of work for some positions of managers and specialists

Positions	List of indicators for evaluating labor results
Head of Human Resources	<ul style="list-style-type: none">▪ Labor productivity and its dynamics▪ Reducing the standard labor intensity of manufactured products▪ Share of technically sound norms▪ The level of wages per unit of output and its dynamics▪ Staff turnover rate and its dynamics▪ Number of vacancies▪ Number of applicants for one vacancy▪ Indicators for training and advanced training of personnel▪ Personnel costs in production costs (share and dynamics)
HR manager	<ul style="list-style-type: none">• Number of vacancies in the organization• Number of applicants for one vacant place• Turnover ratio by personnel categories and divisions

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Этапы оценки персонала



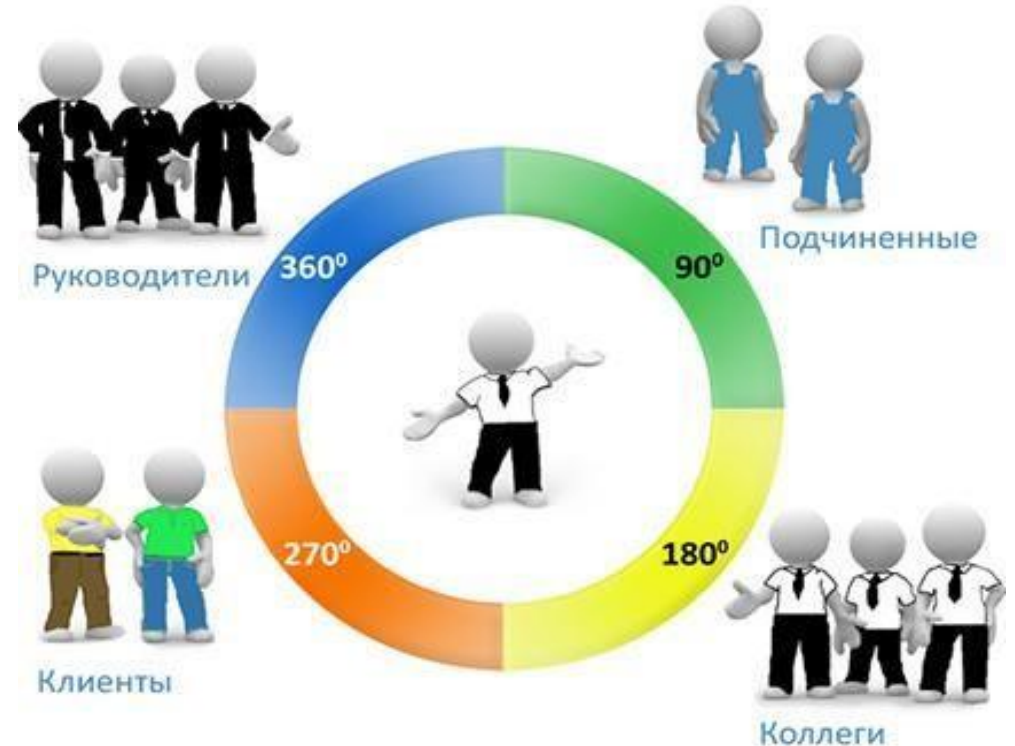
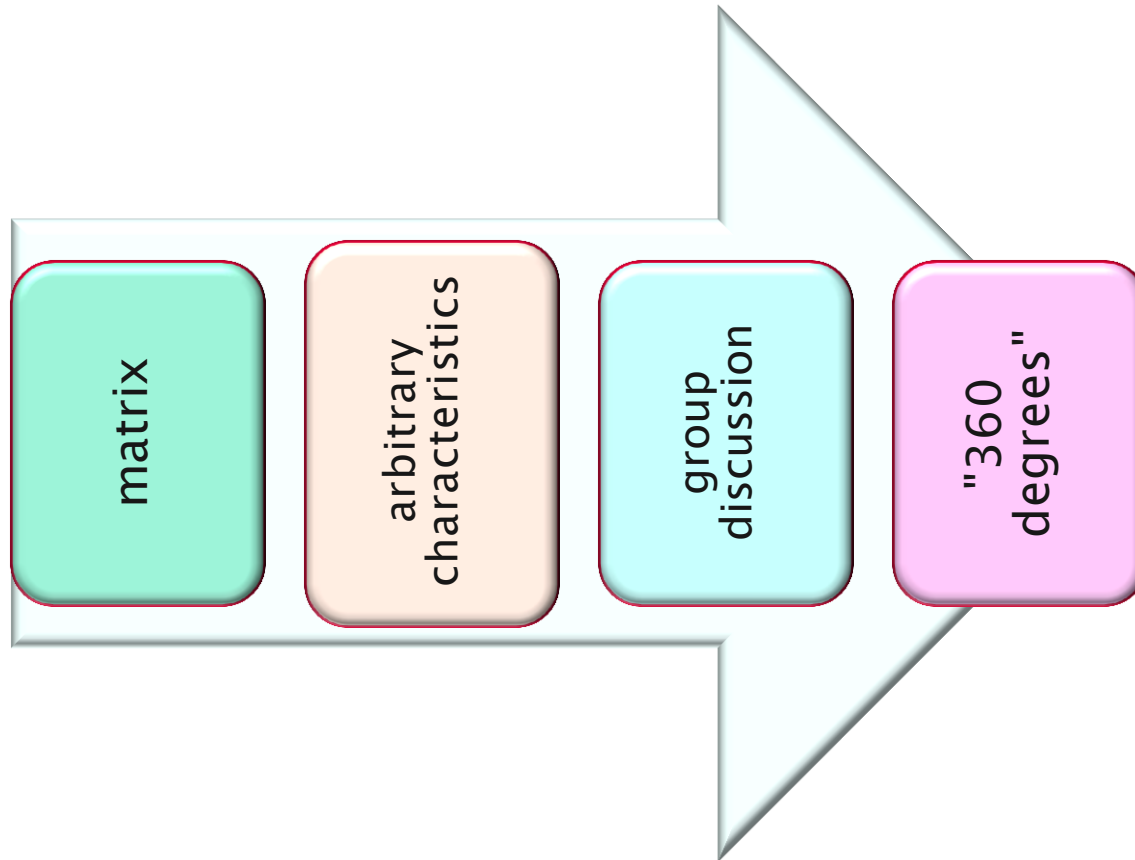
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Necessary conditions and requirements for personnel assessment technology

- 1 • **objectively** - regardless of any private opinion or individual judgments
- 2 • **reliable** - relatively free from the influence of situational factors (mood, weather, past successes and failures, possibly random)
- 3 • **reliable in relation to activities**
- 4 • **with the possibility of forecasting**
- 5 • **comprehensively** - not only each of the members of the organization is evaluated, but also the connections and relationships within the organization
- 6 • the evaluation **process and evaluation criteria** should not be accessible to a narrow circle of specialists, but understandable to both evaluators, observers, and the assessed themselves

Personnel evaluation and labor productivity management

Qualitative methods (descriptive) are methods that identify employees without the use of quantitative indicators.



Personnel evaluation and labor productivity management

Combined methods are a set of descriptive methods using quantitative aspects.

Testing

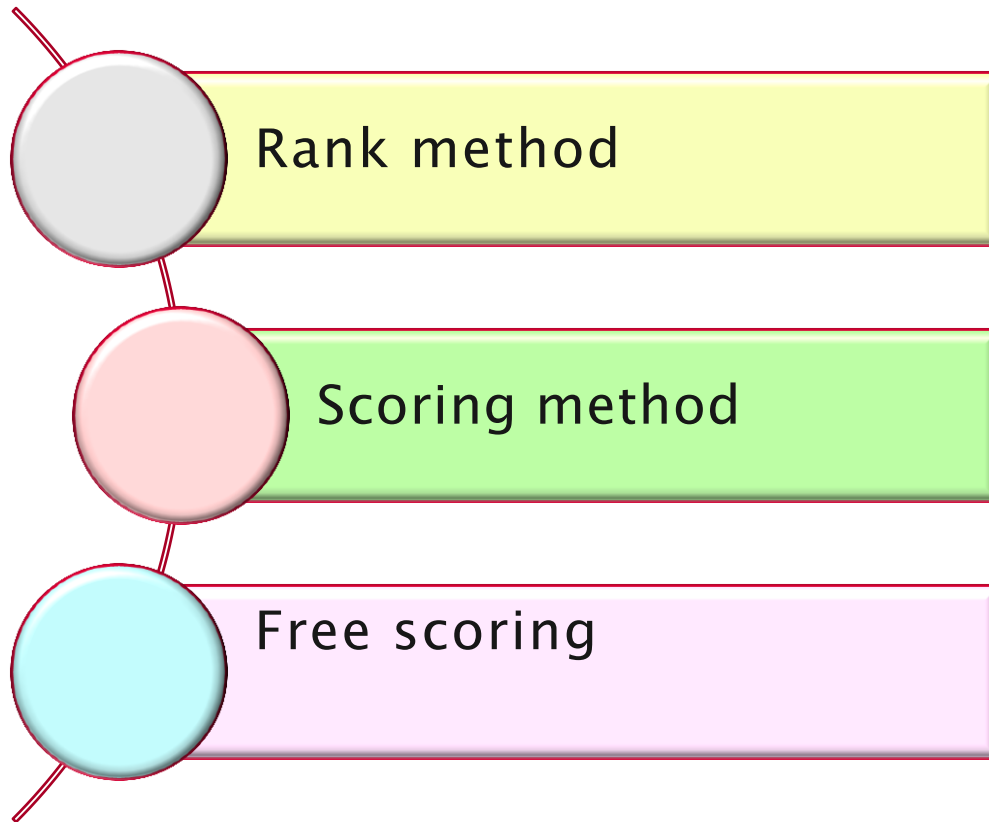
Sum method

Grouping system



Personnel evaluation and labor productivity management

Quantitative methods are the most objective, since all the results are recorded in numbers



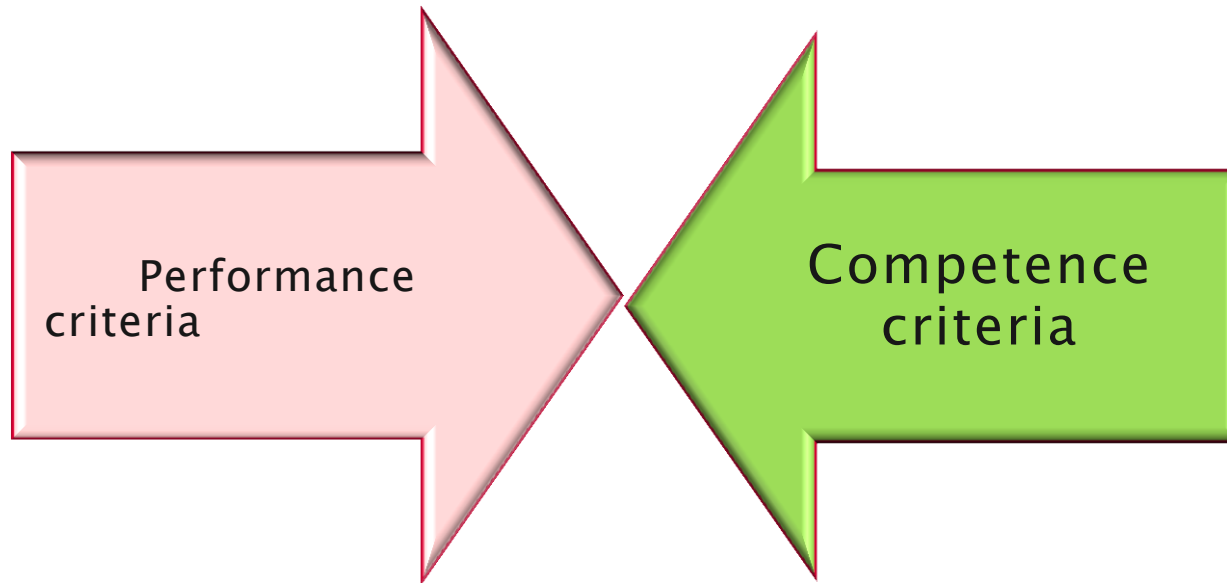
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Evaluation center method



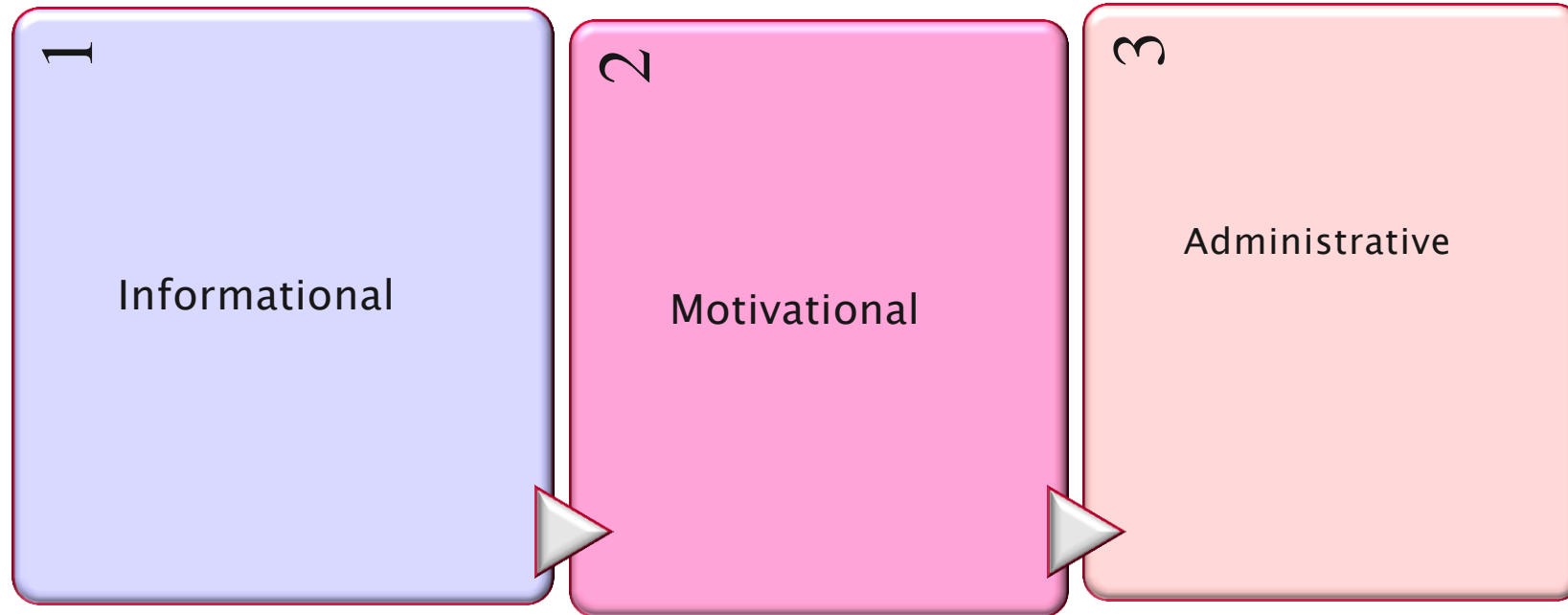
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All criteria in personnel assessment are usually divided into two main categories – performance criteria and competence criteria.



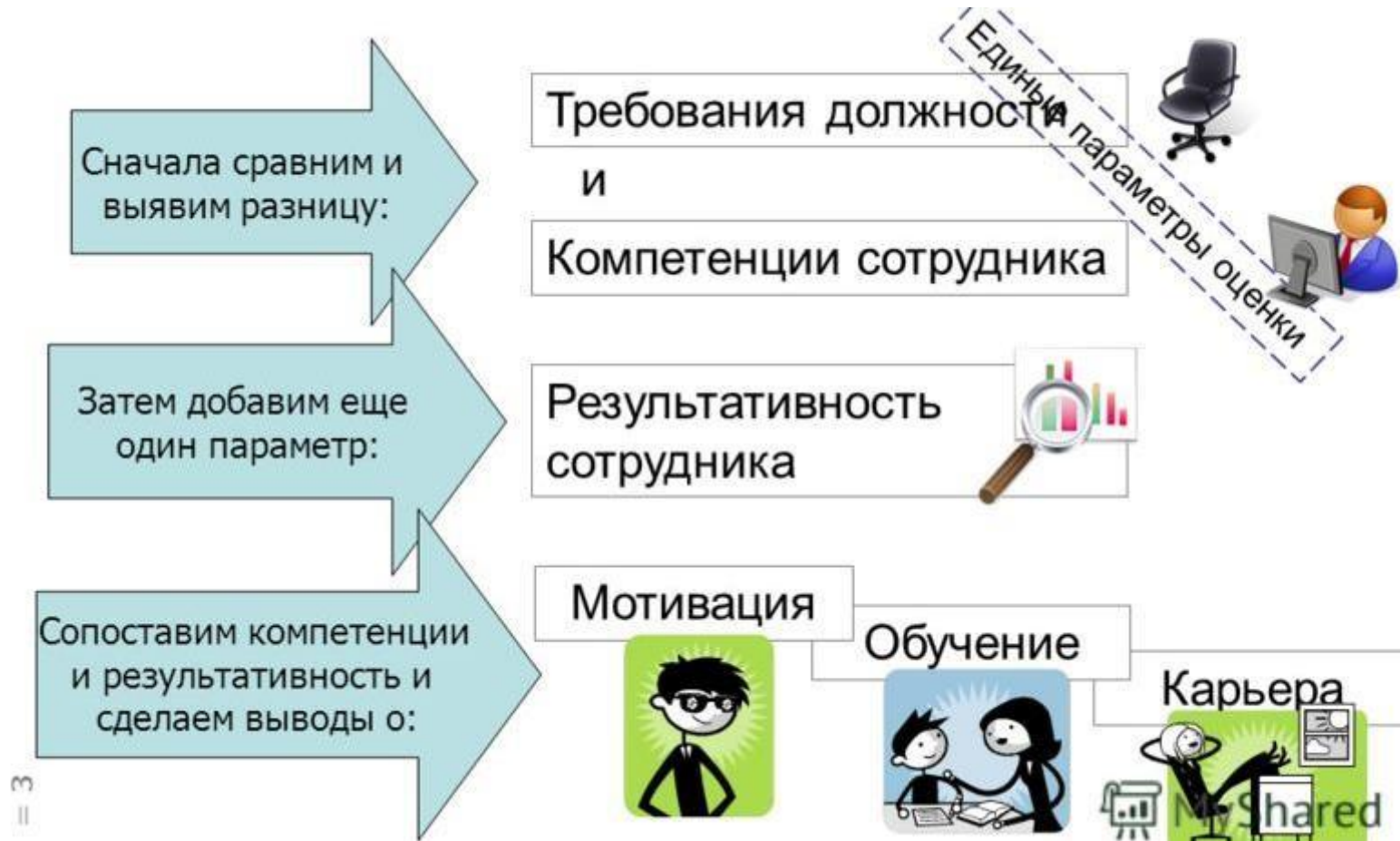
Personnel evaluation and labor productivity management

Personnel assessment is mainly accompanied by the following functions



Personnel evaluation and labor productivity management

When implementing an HRM system, most companies are forced to make a decision on the delimitation of areas of responsibility between all employees involved in the process.



Personnel evaluation and labor productivity management

The most important task of HRM is not only to evaluate the performance of employees, but also to improve labor efficiency.



Labor productivity is *the resulting indicator of personnel performance.*



Labor productivity management is a sphere of practical activity of an organization aimed at implementing changes in the management system in order to increase labor efficiency.

Personnel evaluation and labor productivity management

The principles of labor productivity management are:

- a systematic approach to problem research
- flexibility of labor productivity policy
- change, control and evaluation of all business processes
- consistency of actions at all levels of management
- employee engagement

Personnel evaluation and labor productivity management

The objects of labor productivity management include:

- personnel,
- labor results,
- workplace,
- working hours.



The subjects of labor productivity management include:

- senior management
- line managers
- personnel departments
- employees

Personnel evaluation and labor productivity management

Depending on the object of management, approaches to managing labor productivity can be divided into two groups:

1) orientation to the growth of labor productivity – is implemented by influencing external management factors in relation to the employee



Labor productivity:

- results of work (quantity, quality, timing, customer satisfaction);
- personnel (number, education, knowledge, skills, loyalty, turnover);
- working time (labor standards, labor intensity, work schedule);
- workplace (process, conditions and nature of work)

Personnel evaluation and labor productivity management

2) focus on labor efficiency – expressed in the adoption of a policy aimed at enhancing the abilities and motivation of employees

Labor efficiency (employee):

- working time (labor standards, labor intensity, work sci
- competencies (knowledge, skills, abilities, responsibility independence, flexibility, innovative potential);
- workplace (process, conditions and nature of work);
- personal potential (health, education, age, social status culture)



Thank you for your attention