

The Ministry of Education of the Republic of Azerbaijan

Effective Practices of Talent Acquisition and Maintenance: from Workforce Planning to Performance Measurement

Mahammad Babayev

UNEC SABAH

Azerbaijan State University of Economics



May 2018

Table of Contents

ABSTRACT	3
INTRODUCTION	4
LITERATURE REVIEW	5
Methodology	6
1. Talent Acquisition:Understanding How Talent is Managed Ошибка! Закладка не определена.	
1.1 Recruitment Model.....	7
1.2 How to Attain to Targeted Workforce	9
1.3 Performance Evaluation Methods and Techniques.....	12
2. Difficulties in Management of Recuritment Process..... Ошибка! Закладка не определена.	
2.1 Ring influence	26
2.2 Building Talent Communities.....	28
2.3 Performance Measurement Methods in Recruitment process	29
2.3.1 Who or Whos will Evaluate the Talent Appraisal	30
2.4 360 degree feedback.....	34
2.4.1 Recruitment Message	43
2.5 360° Performance Assessment Method in Practice	55
Conclusion.....	62
References	64

Abstract

In this research, it was aimed to examine the equivalents and differences between theoretical concepts and processes of the 360 Degree Performance Management System and the scientific concepts involved in the theory and practice in business. As the similarities and differences between the theory and practice are analyzed, the causes of the related findings have been tried to be explained as much as possible.

As a result of the increased techniques / approaches developed for evaluating the performance of employees, businesses have begun to choose a technique / approach that they can use effectively and develop a system that will provide them with the means to implement them. The concept of performance appraisal should focus on technical choice only, without putting these techniques into a specific system.

Despite all of the benefits described above, businesses may encounter failures if they do not pay attention to the characteristics of the 360-degree Performance method and the harmony of the organizational culture, vision, values, and the environment in which the application will be performed. The necessity of showing the necessary alignment between the organization structure and characteristics and the performance evaluation system used is a second reason for making this research.

Even if the companies use the same performance evaluation method, they make some changes in the systems they implement in order to make their own structure. It's provided that it is not contrary to the spirit of the method and its main purposes, such changes increase the applicability of the related methods and increase the chances of success. This is the main purpose of the research in two different firms. It is aimed to monitor the development of the process mentioned above and to determine the differences by examining the 360 Degree Performance Appraisal Systems

established. The efforts to establish a 360 Degree Performance Appraisal System in the business of providing digital platform services in the media sector started in 2005 and the company has been using the system since 2006. The work of the informatics company, whose main activity is the GSM operator, started in 2006 and the company has been using the related system since 2008.

Keywords: Performance, 360 degree method, Measurement, Talent Appraisal

Introduction

Before moving to performance measurement concept we should take a look at performance itself. Performance is a means which is possessed by people and carried out by them in order to achieve better consequences, whereas the performance measurement system identifies, evaluates, and observes the performance which is told to the workers

Performance measurement system is quite old evaluation method. Towards the end of the 1800's, it included measuring the physical and mental characteristics of individuals, their personalities, their behavior and their abilities. Over time, different insights have been developed in terms of technique and vehicle. When we hear the word performance measurement couple of things occur to us and those are:

- A system that evaluates the performance of employees and organization
- Something that tends to detect errors and emit those by usage of diverse techniques
- Process which delivers expectations of managers to employees
- Regulation that watches out the performance of workforce

In this thesis there will be comprehensive information about performance measurement methods especially about 360 degree performance

measurement. Performance measurement is the core part of the companies since everyone perfectly understand the essence of performance measurement. It is mainly proceeded by Human Resources Department and their managers. Talent Appraisal clarifies the following issues below :

The evaluation of employees in Professional way, to define progress and remuneration, to clarify whether the worker acts productively or not, to integrate the employees with each other in order to create team spirit, to increase the relationship among workers and managers.

All in all, My main purpose of enlightenment on this thesis is to demonstrate the importance of Talent management through organizations including private sector and government one

Literature Review

In the performance evaluation studies; the individual's work, competences, deficiencies and redundancies are handled in all aspects. Thus, it is determined to what extent the employees fulfill the roles they occupy. The effectiveness of the organization will increase in direct proportion to the efficient use of the performance appraisal. The evaluation results include valuable data in administrative processes such as the development of personnel selection systems and the identification of training needs.

The existence of the performance evaluation system; a psychological need for motivation in the individual and a source for the organization in the organization of further work are seen as a very important tool in terms of access to the goals they are aiming for.

In administrative decisions; decisions about wage increases, bonuses, training, discipline, promotion, career planning and other managerial activities are usually based on the results obtained at the end of performance evaluation. In organizations managed with a modern understanding, management cadres do not make managerial

decisions without the data obtained from performance evaluation. Nevertheless, performance appraisal is used not only to reveal the level of performance that has been shown in the past, but also to predict the potential future potential of individuals and institutions.

From Resources and books i found out so much information. In organization the most focused part should be 360 degree method(Hollister A.Hughes, Pearson Reid London House, 2004).All companies must utilize 360 degree method art which contributes enormously to whole organization(Edward Prewitt, “Should You Use 360 Degree Feedback For Performance Reviews”, February 1999)

Recording the performance evaluation results will help to obtain administrative decisions such as wage increases, premiums, participation, as well as information obtained from the performance evaluation, as well as providing a source of information about the employees' history.

Methodology

In this section i will provide some clarifications on which methods were used while the preparation of my thesis.The most part of this work was done by research method through online and resources that were used ranges from online libraries, books to different articles

In addition to online search also while i was writing my bachelor thesis going to libraries,searching different resources over there and also communicating with professors in different countries including USA(Massachusetts University,University of Pennsylvania), Turkey(İstanbul university).In search I aimed at finding comprehensive data in terms of Performance Management.Different books outlined

diverse range of opinions which shed the light on me and helped me to figure out how the Talent Appraisal Works across the globe.

The core part of my research was dedicated to make it clear about how can we manage and maintain The Performance Measurement system in slowing economy which is one of the active topic around the World in particular for Developing countries. It turns out that the Evaluation of Performance history goes back a century ago and currently many and many countries especially developed ones update their method of appraising their employees talent.

There are Human Resources Managers' Summit every year in different countries wherein dozen of questions find their answer and so many professionals from Human resources department gather to shed light on many subjects ranging from performance management to workforce planning

In last year's annual meeting which was in Vienna Austria the main objective and the subject of the Reunion was to figure and scrutinize the necessity of Performance Management in diverse fields, how can the Talent Appraisal can be optimized to the maximum level and from which aspects Managers should assess their employees in order to get the best measurement of performance.

Therefore as it seems we can easily observe and come to conclusion that Talent Assessment is one of the essential part of HRMs' responsibility and companies

1. Talent Acquisition: Understanding How Talent is Managed

1.1 Recruitment Model

The Performance Measurement System is the core part of human resources department's strategy which tends to reveal workers potential by motivation and as a result it leads us to obtain better results. In Performance Management first target is to clarify the companies' target, departments' strategy, employees' goals for a quarter

and as a consequence workers, managers, departments will sort interact and aim at achieving the common purpose. Therefore it facilitates the process of teamwork, communication and interaction amid all that shoots the target rather than having distractions of teamwork at the end of the quarter (Q1) targeted things and realized targets are compared in order to clarify distractions and unachieved targets so that we can accomplish the rest. So in this case the measurement of performance is not only balancing the potential of workers but also balancing and managing diverse teams and organizations performance by utilizing integration method. The performance management does not only measure the productivity of workers but also as measuring employees success as a whole. In addition, performance measurement analyzes pros and cons of that employee for current position, his/her strength and weaknesses.

Not just the work, but the success or failures analysis detecting technique in some resources is called "success measurement" / "measurement of productivity" or "evaluation of workforce". Talent Evaluation is a key to identify the responsibilities of the workforce for a period and they can easily realize their errors and rights which makes the comparison obvious and creates a chance to correct what lacks. On the other side it creates an opportunity for employer to realize the how well the worker achieved the target which was mentioned in their work contract. Moreover it indicates how fit the employer is to the position, his/her potential and productivity. In the end The Human Resources Department staff generates a ratio which illustrates what were expected from workers and what percentage was done.

In most organizations the most essential part of the company is employees' contribution. In most of that is mentioned as workforce's success. As we can understand here it denotes the percentage of the employees duties and responsibilities and how well they are attained by workforce.

The Evaluation of Talent is not just technique. It also engages people to interact with each other, therefore during that period everyone should feel this responsibility on

their shoulder since no one can avoid that interaction. In talent assessment human factor should not be forgotten since in case it is ignored the criticising and technical information will be understood as punishment and warning which is absolutely incorrect. In general, performance measurement deciphers the worker's abilities, potential, his/her work habits, behaviours and similar peculiarities.

Currently there are more and hundreds of talent assessment and since they increase everytime, the selection process of diverse performance measurement technique, approach gets much easier for companies to pick one approach and create a system that stems from this method for the whole company. In most studies of increase in productivity, technology is priority and it reinforces the human element to be neglected. That is a remarkable mistake since in case of neglect of human factor will lead the organization to have an opposition on human element which will downsize the productivity.

HR professionals use Recruitment Model which clarifies and shed light on their recruitment process. Firstly Human Resources Managers identify their target on recruitment which should be connected to the strategic plans of the company. For instance if an organization aims at being king in customer service this should be anticipated by HR managers.

1.2 How to Attain to Targeted Workforce

All employees have variety of flair, attention and harmony for job and it is main duty of human resources management department to detect, observe and evaluate those variation. In this evaluation "what you can not measure is uncontrollable and unhealable" rule must be considered. This evaluation should be confront with ideal value in order to attain at least better results. Estimation process is decision-making process which is separated before measurement. In this estimation stage, we receive

the assessment results, those results are contrasted with target and final result is obtained. The performance assessments answer the following questions :

- A) How well the duty is done?
- B) Which percentage of the expected target is achieved?
- C) Are there benefits of realized works to targets?
- D) What are the influences of those things to company?
- E) Did it fit to the main Target and Strategy?
- F) Is there any diversion from general principles?
- G) Is there any progress in the right direction?

In order to achieve better results with Performance Measurement System it is must to analyze duties and job analysis plus job and duty description should be anticipated. If the work and responsibilities of worker are defined in one sense it is appreciated as performance standards or goals. Therefore the comparison amid measured performance and required standard can be seen. Performance's standards/targets/criterias can be either quantitative or qualitative. Performance standards have to possess SMART characteristic. In this case SMART denotes :

(S)pecific=Targets should be connected to doings, they must match before and workers have to know what is expected from them

- Finance

- Improvement and Innovation

- Satisfaction of employee

- Satisfaction of customer

Those dimensions are considered deeply in terms of measuring and evaluating the talent. All of those criterias are used while defining and planning the main target in performance management which is priority. The main purpose of performance assessment is to designate targets and needs which intend to thrive individuals. When the performance measurement system is used under right conditions and circumstances, consequences can be used as input in human resources.

1.3 Performance Evaluation Methods and Techniques

Effectiveness in the quest for excellence, accepted by every segment and the establishment and operation of a supported performance management system is very important. The purpose of the performance management system is not only to reveal the level of performance in the past, but to determine their potential performance for

the future to make appropriate suggestions and directives. Today's modern sense of performance management system aims to receive feedback from each stage. This basic approach which is called 360 degrees bringing feedback to the foreground as a technique. Performance Assessment can be used to assess the individual achievements which is a process that evaluates and measures the behavior over time.



<https://centexcargo.com/2010/03/04/360-degree-feedback-for-performance-reviews/>

Nowadays, the organization that puts "human" in the foreground the importance of the managerial functions of the performance appraisal system has increased even more. Performance evaluation is a tool for better understanding your employees. What if you motivate your employees you can discover hidden potentials in them. This is going to discover employees' brains, hearts, physics and all creativity towards work. Performance management in modern sense now rejects classic promotions. You must create such a career management system that professionally detects performers who perform perfectly, that stabilize the bond between the personal expectation and organizational targets. This situation will allow a tremendous thriving. There will be no upper limit like "general manager" in the future organizations, the meaning of promotion will change.

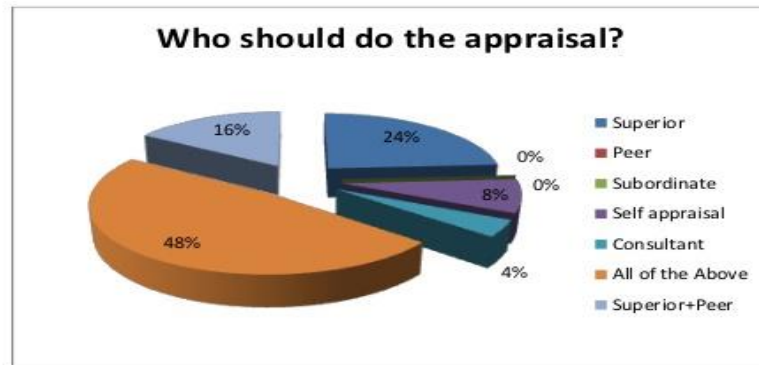
The purpose of performance evaluation is not to rank employees in the organization from the weakest to the strongest. Look at Amirden employees classical performance appraisal systems, which totally is failure and unprofessional since it is not modern and innovative and consequently they went bankrupt. Because the performance evaluation system is the basis of the organization anticipation that determines who is where in future career planning. It is not a tool to be only used, but important feedbacks to the system in the size of employees to give will constantly lead our system to the future and to organization's vision, which trigger the organization to be moving to tomorrow. The relationship between training and performance evaluation begins at this point.

Performance appraisal is a way of determining the institution's training needs. We know a significant part of our training needs in organization. Assessment is a regular process of labor promoting development. For training and evaluation to be successful the desire to learn and improve the performance of workforce, human resources team needs to help and improve performance levels. As part of a successful performance improvement approach "Feedback" or "performance information" is usually found on the consortium which is necessary. Feedback that improves performance is considered acceptable and vital since they play a significant role in organization.

360 Degrees Evaluation of the organization is a harmonious as well as feedback to both the organization and the employees is the most important bearing of the managerial structure in terms of export. Continuous improvement is synonymous with survival in terms of business. In life it will never be enough to experience technological transformations to survive. The more effective way to benefit from it without undermining the organization is the effective performance management system. Effective performance evaluation system is always a dynamic system where versatile feedbacks are possible by organizational structure. Organizations that can continue to their assets in the future, according to their competitors there will always

be organizations that can make a difference. With technology difference It can not be created. Technology does not mean anything by itself if there is no human being using it. Creating a song; the end of the unification of knowledge with the intuition and dedication of the nature of man it is possible with the creativity that emerges.

Q7-



<u>Options</u>	<u>No. of Responses</u>
Superior	12
Peer	0
Subordinate	0
Self Appraisal	4
Consultant	2
All of the above	24
Superior + Peer	8

Interpretation-

From the above pie chart we conclude that the maximum employees (i.e 24%) want to get the appraisal through superior, self appraisal, consultant. Whereas none of them want to get it done from their peers and subordinates.

The main factors influencing the success of evaluation process are the work which is accomplished , the attitudes and behaviors of the workers, the attitude of the manager and the approach of the union.

Whether success appraisal can have a positive impact on the human resource in the organization or turn into a problem can vary depending on four important influences. These factors will be evaluated in the organization, when the evaluation will be done, who will evaluate it, and which technique will be used to evaluate it. What is to be evaluated in the evaluation of success is a very controversial issue. Success valuation involves both a measurement concept and a valuation concept.

Measurement is a major problem; because if success comes from superior, it is necessary to measure the extent which this achievement is achieved according to predefined criteria, and to evaluate the results of these measures according to past results or the success of other occupations.

The question of what to measure includes determining what criteria must be taken as basis for success evaluation. As a measure of success, various criteria such as quality of work, quantity of work, level of livelihood of individual and others can be scrutinized.

Another important question is when and how often the evaluation is done. Valuations are usually carried out once a year. It is also seen that the valuation is made several times a year. It is also possible to make assessments at different times according to the individual, such as the recruitment of an individual rather than a fixed term, or the anniversary of the promotion. The point to note when setting the time intervals is that you can take advantage of the feedback provided by the success evaluation.

The person that is going to make the assessment carries the great importance in the evaluation of success. The appraisal can be made by the first manager, second and third supervisors, colleagues, subordinates, an outside expert, or himself. The first

supervisor is thought to be able to recognize the occupation more closely and to better evaluate the success of organization.

The method which is used for performance appraisal should be based on objective and concrete results as much as possible.

One of the purpose of performance appraisal is to learn about business performance. This information will be necessary when making managerial decisions. Decisions about pay increases, bonuses, training, discipline, promotion and other managerial activities are often based on information obtained in performance appraisal.

The management staff of an organization should not make managerial decisions without knowledge that origins from the performance appraisal. Like other cases of other policies on human resources, performance assessments are also designed to comply with legal standards that prevent discrimination against any group.

Another aim of Performance Evaluation is to provide feedback on how closely employees approach the standards in job descriptions and job analysis. This feedback can be very useful if it is provided with a positive approach to employees and supported by vocational training. Most people like this kind of constructive and self-confident feedback. This feedback also allows the occupants to see how their careers in the organization are progressing. For example, it indicates that an employee is ready to take a greater responsibility, or that training is needed so that the current situation can be sustained.

Performance appraisal identifies the strengths and weaknesses of existing performance at organizations and measures current performance precisely. As a result of performance evaluation, businesspeople are encouraged to improve their feedback performance while executives also warn that employees should be supported through training and development programs.

The following are the key considerations in the development, implementation and evaluation of the Performance Management System.

- Transforming organizational goals into specific individual goals
- Fair, equitable and timely assessment of employees according to predetermined measurement criteria
- Realization of an effective communication process between the subordinate and the parent (assessed by the evaluator) in order for the person to compare the expected performance outcomes with the actual achievement status
- Organizations, managers, superiors and subordinates should cooperate to improve performance
- Recognition and rewarding of employees' achievements
- Defining the strengths and weaknesses of the organization
- Motivating employees through feedback
- Providing management information in career planning and training
- control of management activities and personnel policy measures to achieve their objectives
- Decide according to objective measures in promotion and transfers
- Providing information as the basic parameter to the organization's award and punishment system
- To determine the failures of the workshops by determining according to objective measures
- Determining the suitability of the methods used in element selection and placement
- Prepare personnel inventory for workforce planning

- Give employees the opportunity to freely express their ideas about the work and working environment they are working in

If a person who works by showing his all good intentions and workpower and sees that the person who is neglecting the work is more valued, it will create demotivation and increasing reluctance to work.

On the other hand, the result of the evaluation will find opportunity to know the inadequacies of the occupation and it will be possible to eliminate them and develop their skills. From this point of view, occupational valuation can be regarded as a reminder, a workshop as a means of directing and promoting work. In addition, occupational valuation, which is applied according to objective measures, will create high morale and trust in business and in the workplace.

The performance appraisal system in the enterprises is to determine the actual achievement status of the employees at a certain period and the development potentials of the future. Evaluation results are used to make various decisions of employees.

However, the main objectives of rewarding and developing, the system includes features that provide good communication, cooperation and solidarity in evaluating the system. For example, the system's clear evaluation principle, in other words, the reporting of positive and negative information about evaluation results (feedback) and the discussions of these results with the subordinate, constitutes the objectives of the performance evaluation which emphasize the motivation and productivity of the employees.

In the case of the implementation of the openness principle, the subordinates will understand what managers expect from them and how they perceive their performances, and managers will understand the needs and expectations of their subordinates more accurately.

Businesses; may not be able to benefit from the performance evaluation results for all of the areas of use described in this section. Some businesses use these results in one or more of the areas mentioned below, while others are able to benefit from these results from time to time without a continuous pattern

Some enterprises formulate formal performance evaluation systems to communicate general objectives identified by top management to managers and subordinates who contribute to the realization of these objectives. For example, if an enterprise's strategic plan foresees to offer three new products to the market within the next two years, it will be possible for the organization to undertake research / development, production, marketing and etc.

Once the overall objective is determined by the strategic plan, it is necessary to achieve this objective that is distributed to the functions. Each Organizational Unit carries out the process of determining and realizing the targets at the individual level by distributing tasks among its members in line with its own objectives and helping to implement this strategic plan. Thus, the strategic plans of the organization are transformed into individual plans / targets and are tried to be realized in an integrated manner for general purposes

An effective human resources plan is the cornerstone of the organization's success. How can you train and improve people if you do not know how many areas you need? All organizations plan for human resources in one way or another.

From a micro perspective, workforce planning can be defined as the identification of future occupational needs in quantitative and qualitative terms for each segment of the business, and the determination of where, when and how this resource will be met.

From the point of view of human resources management, it should be said that the planning process is not easy to operate according to other business functions. The primary reason for this is the difficulty in defining and recognizing a person. Because human beings can not be easily admitted to certain measures and standards such as other inputs in the enterprise, they can not be ordered, the quality is not as easy to imagine and it can not be programmed as a machine with maximum capacity. As such, it is very difficult for experts to plan human resources.

In spite of all these difficulties, businesses are planning human resources just like in other units. There is feedback and information provided by the performance appraisal system at the beginning of the factors that provide the most significant contribution in overcoming the above mentioned difficulties in lifting the aforementioned ambiguities in the related work.

Job analysis is a scientific work that investigates the nature, quantity, requirements and working conditions of a job by various methods. The result of this study is what determines what a job is, why and how it is done, and what knowledge, skill, mastery and responsibility it requires to perform it.

Many technological and organizational changes cause the nature of work and business needs to change. In order to reach business goals, job descriptions and job analysis information must be kept up to date. At the beginning of the main contributors to the process are the feedback and information provided by the performance appraisal system. What qualities of the personnel in which jobs are

successful in which jobs, grade of this achievement and training, courses etc. These successes of the work are related to the basic characteristics of the work, though at first glance it may seem indirectly related to the performance of the occupation. For this reason, performance management system

It is not easy to set up a performance appraisal system and especially to operate an established system. To choose the most suitable system for the structure of the firm and the culture, operating is a specialty in business. It is perhaps more accurate to never engage in this work than to set up a random performance system.

In order for the performance appraisal system to be successful, it is essential that task and job analyzes are made and work and tasks are defined. Later, the process of defining the criteria that have evaluation dimensions that employees can measure can be started.

The points to consider in the selection of criteria are as follows:

- Criteria must be selected in accordance with the nature of the job and the level of responsibility. At the very least, different criteria should be used for workers, bureaucrats and managers.
- In choosing criteria, not only job-related but also occupational behavior should be considered.
- Criteria must be clear and understandable.
- The number of criteria must be limited and must not exceed 10.

Criteria that are fundamental to appraisal with general lines can be grouped into four groups:

- I. The basic quality and quantity of work
- ii. Business knowledge and ability

iii. Individual Features

iv. Relationship and behavior of the individual

Performance standards include two types of information for both superiors and subordinates. The first one is "what to do". This includes tasks for which a person is responsible for doing things, that is, job descriptions. The second is "how to do it". Performance standards are intended to give the answer to the second question. The standard expresses the determination of a valuation objective. In this sense, standard setting work is similar to performance planning process. In order for the standards to be successful, it is necessary to carry the following features:

I. specificity

ii. ponderability

iii. Reality

One of the most important phases of the performance management process is the stage of performance planning. During this phase, the person gets the opportunity to know in advance what his / her manager expects from him / herself, what his / her performance will be evaluated according to what criteria. The responsibility for planning the performance will be more beneficial for the acceptance and functioning of the Performance Management System, with the responsiveness of the manager being in the possession of the manager.

The main steps of performance planning are as follows:

- Investigation of Operator / Department Targets
- Examination of Astin Job / Job Description
- Determining Strong / Weak Aspects of Asthma
- Investigation of the environmental conditions of Astun in operation

- Establishment of Final Performance Plans / Construction of Target Determination Consultation

When should success evaluations be done? Although the answer to this question depends on the qualifications and positions of the occupational groups covered by the valuation, some explanations can be made about the general practice. Many businesses make valuations within an annual or six-month period. In addition, some are often evaluating the occupation during the first trial period at the first entry to work, and often during the first years of the occupation.

The other point that may be effective in determining the valuation period is the method applied. The long-term scope of the transactions required by the selected method and the need for aggregate valuation may be limiting in determining the implementation period.

Occupational appraisal is often a time consuming and difficult task. For this reason, it is not very effective to do valuation studies very often. For this reason, the period that is considered most be appropriate and accepted in practice is six months or one year applications. At the end of the semester, the work, success or failure of the occupation, behaviors and changes are observed and processed into evaluation forms.

In the performance appraisal system, who will be chosen by whom or who will be assessed, according to organizational management and human resources policies depending on the valuation method.

Whether it is done by performance evaluation, by who is done, the important point to emphasize is whether the staff should have knowledge about the work of the valuers, valuing the organization and doing objective evaluation by avoiding prejudice. After these explanations, various alternatives can be presented about who or who can make the valuation.

At this stage, the emphasis is placed on raising the group to evaluate. Criteria for the valuation methods to be used, grades are introduced, the concepts used are explained, the valuation forms are taught, and some useful advice is given.

Educational meetings are held for this purpose and it is suggested that they should not go to unfair valuations, especially during evaluation, with some prejudicial judgments and emotional reasons.

- Evaluation of the occupation by the first supervisor
- Self evaluation
- Valuation by colleagues

After completion of the planning stage of the performance, the manager is in constant communication to reach the pre-determined goals with the supervisor during the evaluation period. In the context of the pre-prepared movement plan, he continues to help the manager's master in matters and situations he needs. On the other hand, he will observe the performance of the asthma and will not neglect to provide feedback by making the necessary warnings during the period.

In other words, the dynamic nature of the process requires that the subordinate and the supervisor are in constant contact and communication. From this point of view, evaluation of performance is no longer a statistical filling of the form at the end of the period. However, formal performance appraisal systems, in which companies are adopting, require that, in principle, period-end evaluations are passed to the forms at the end of certain periods.

At the end of the above-mentioned period, the results of processing results into forms; summarization of the information obtained during the period, withdrawal of the charter and collection of the evaluations made.

In organizational life, the control process is simply defined as the comparison of actual results with predetermined standards. According to this definition, since the

control process is mainly in process at the stage of evaluating performance, a brief explanation of the organizational control process is deemed suitable for clarification.

It should be remembered that in the previous sections, it is seen that the stage of performance planning gained importance in performance evaluation studies or in the context of continuous performance management, and in the use of performance evaluation as a control tool in organizations, the quality of preventive.

Performance evaluation is a very sensitive issue. Because the system people who are affected by their implementation can make any kind of interpretation that comes to mind. If sufficient information is not given to occupations in this regard, for example, some premiums may be removed, it is doubtless that the number of occupations can be carried away from work.

For this reason, if the system is required to achieve success, it must first be given the necessary information in the workshops and their cooperation should be provided

2. Difficulties in Management of Recruitment Process

2.1 Ring influence

It evaluates the value of the evaluator in a single dimension. For example, when a secretary is elected for the Secretary General's office, the appraiser will not be able to evaluate secretaries who write very well, know shorthand, have coordination skills, but are not dressed well or are moderately tempted. In such a case, someone who lacks the essential qualities of secretariat as compared to other candidates can be assigned to the secretary of the general manager, who is more prestigious because he is only dressed well.

If the appraiser evaluates more positively than it should be in the other properties used for evaluating by being influenced by a positive feature of the appraiser, it is

under the influence of Ring. It may also be the opposite of Ring effect. That is to say, when evaluator appraisal is carried out, it can be found that there is more negative judgment than other properties used in appraisal by being influenced by a negative feature of the appraiser. This fault is also called horn effect

The performance appraisal should be made to cover the entire performance period. In organizations, the evaluation period covers a year, so events that maintain their vitality in the mind of the evaluator are in the near term. Therefore, the person or persons making the appraisal will be based on the recent events in performance appraisal. The notes to be retained in certain periods of performance appraisal can be effective in preventing this error.

Error of Tool in Performance management is a type of error that is thought to be ineffective most of the time but can actually be very effective. The tools for performance appraisal are diverse. In some institutions, this standard is the measurement results that can be considered concrete. For example, the amount of production on a band of a worker is certain.

In some cases, however, it may be difficult or even impossible to reduce this in concrete terms. The performance evaluation forms developed in these cases include various questions. It is tried to evaluate the performance of the person according to these questions or statements. The performance evaluation result will be incorrect if this used measurement tool is erroneously created or there are logic errors in parts such as expressions, scoring, result evaluation.

If evaluators are evaluating many people in a short period of time, then it is inevitable to evaluate these comparisons by moving away from the objective standards and comparing them with each other. In other words, every subordinate will be influenced by the pendant of the person who was assessed before himself. For example, a "mediocre-average"

If the occupation is assessed immediately after several unsuccessful people, it can be seen as successful by the manager, or vice versa, if the same occupation is to be evaluated after a few successful people, it will have to get a point below the actual performance level.

The tolerance is that an evaluator shows fake higher performance for employees potential when evaluating the organizational employee. A positive high score or degree orientation usually occurs for the following reasons:

- Desire to be loved by subordinates
- Avoid conflicts with subordinates in assessment interviews and prevent hostility from being caught in hostile feelings
- Considering that the other assessors will score higher, their subordinates will be promoted, raised, etc. worry that their subordinates will benefit less than they can
- Motivate subordinates to be more motivated with high scores and to help improve their skills and productivity
- wants to make his subordinates feel that other departments are superior to others and that he is a better manager
- Promote a non-likelihood of asthma to request another division
- Organizational standards are extremely low

Another line of assessment is Solid or Inadequate Tolerance. Insufficient tolerance: it is the opposite of tolerance; inexperienced approach to valuing people with inexperienced self-esteem.

2.2 Building Talent Communities

Talent Communities are channels of the organization which connect the company to targeted employees. People tend to explain the causes of their own or others' behavior based on certain assumptions. Sometimes in these assumptions, the behavior is based on the predicate personality. Sometimes it is thought that the cause of the behavior is not the personality but the external periphery. For example, when linking the successful performance like an astrologer to an intelligent and determined person, we refer to the inner citation referring to the correct and well-defined instructions of the manager, as well as the outer citation.

Several authors who have established links to performance evaluation of citation errors have particularly emphasized the drawbacks of the fundamental attribution error. The base attribution error is the tendency to attribute the causes of behavior to personalities, regardless of external factors, while assessing the performances of individuals

Such mistakes are mainly tried to be solved by applying methods aiming to evaluate performance with results / targets. Some people also reflect the prejudices of various subjects to the performance evaluation system. The various prejudices regarding age, gender, religion, and racial in particular are the most typical examples of this kind of personal prejudice, especially in relation to the relationship between the two in the past. To make this mistake it is necessary to be objective and to focus on the measurable factors of work.

2.3 Performance Measurement Methods in Recruitment Process

Each performance evaluation method has strengths and weaknesses in comparison with the others. Executives who want to use performance evaluation methods in their enterprises should make a detailed analysis in selecting the method.

Also, if businesses that are aware of the many problems that are inherent in the concept of performance appraisal and conflicting with each other's goals are ready to deal with these problems in their applications, the efficiency of the operation of the system will undoubtedly increase.

As it is obvious, both traditional valuation methods and modern valuation methods are also focused on individual performance. However, classical methods tend to emphasize occupation rather than task. In contemporary valuation methods, the degree of reaching the objectives together with the personal characteristics of the occupation is also subject to evaluation.

At this point, expectations of occupation seem to be important. In classical valuation methods, valuation is done by the first officer of the occupation whereas in contemporary methods the data source is very diverse. In the classical valuation methods, qualitative characteristics are valued and valuation is kept confidential while contemporary methods are taken into consideration in quantitative characteristics and transparency is considered in sharing valuation results

2.3.1 Who or Whos will Evaluate the Talent Appraisal

The organization's evaluations in the Performance Management System are carried out by who or by whom is determined according to the evaluation technique which is selected by depending on the management and human resources policies. However, the most important point to be noted here is that the person or persons who will make the evaluations have got the necessary conviction about the possibility and performance of observing occupations for a sufficient period of time.

Nomatter how well the criteria is chosen, sometimes the evaluators can not use the criteria. Because of the differences in personality, perceptions and perceptions among the valued supervisors, there may be differences.

Concepts such as "sufficient", "good", "superior success" mean that the meaning and the importance can be changed for the individual person. Some of the administrators rarely have a tendency to give highly successful appraisal to occupations, as some teachers give a lot of students "well" and some teachers do not.

On the other hand, some managers are evaluating each in the same way, for example by giving a middle grade. For the reasons listed above, the nature of the valuer is more important than the scales used so that an effective appraisal can be made. The training of the evaluator and a good appraisal system can yield an effective appraisal if applied together.

There are a variety of ways in which the alternatives can be offered:

I. Evaluation of the occupation by the first supervisor

ii. Valuation by managers

iii. Self evaluation

iv. Valuation by colleagues

vi. Evaluation by subordinates

vi. Valuation by consultants and experts

vii. Valuation to customers

viii. Valuation using exam and similar valuation results

ix. Mixed valuation

Self-assessment is not a very common method of self-evaluation. However, those who advocate self-assessment argue that they have made a major contribution to the purpose of development in value. It is thought that those who know how to carry responsibility at a level that can evaluate self-esteem will be more satisfied and motivated. If this is the case, the staff will tend to value themselves very well.

However, some researches do not support this view. In particular, after appraisal, it has been seen that self-appraisal in matters such as cohesion is more effective than appraisal of superiors. In one study, 40 subordinates assessed themselves, 41 subordinates assessed by their superiors, eight self-evaluation after 3-month interview, and sixteen of those evaluated by their superiors did not perform well.

The evaluation by their colleagues is mostly about wage increase. For example, anyone who has been in the US for more than six months in a company called Romac has the right to vote for another friend. The photograph and resume of the person requesting the wage increase are posted on various announcement boards and the colleagues are asked to evaluate this person.

Since the wage increase is more related to success, their colleagues also consider this person according to this characteristic. Wage increase is given to the person who receives the required cast. The evaluations made by team mates put forward a constructive vision for the occupations, ensuring the progress of the individual and ensuring that business behaviors are taken more seriously.

How the person did the job, whether it was successful or unsuccessful, superior knows best what to develop in what matters. Because with constant communication between them and often with physical closeness the performance can best be observed professionally. As a result, how he will contribute to the organization's objectives, planning his performance, the top first determines the top shape.

From this point of view, organizations functional and personal closeness with the first overhead of the majority evaluation and feedback can be done by the first top. In addition, employees are often the first during their career development process they

play an important role. However, there is some evidence that during the appraisal there are problems:

- Performance evaluation of employees', manager's penalty and prize authority - they can be uncomfortable with the system that is being used.

- If the assessment is one-sided and satisfactory feedback

is not provided, if the results are negative, it will be easier for workers

to find excuses for his/her behavior and they will try to prove they are right

- In case of punishment, Workers

can get away from their managers, colleagues and so forth

Due to the inconveniences above, it will always be impartial and reliable that in a manager job emotional decisions can be made. For this reason, joint evaluation by many managers can be viewed as a second type of practice. In this case, if the scoring method is applied, the averages of scores given by multiple managers are taken.

Here, the number and number of multiple managers who need to be formed can be discussed. However, if a large number of managers participate in assessment, it is right to make independent evaluations without communicating with each other.

Horizontal or the number of managers who will participate in appraisal in the vertical field must not exceed three. The most important here is again the role of the first manager, so they play a little more important role in that sense

Institutions often use their staff for various exams and. The main reason for this is that the information that occurs and it is also important to allow people to develop themselves. Especially the staff for those who are in line and are intended to be brought to higher levels which is crucial for the company.

Here there are exams which are made from time to time, the other questionnaire applied, inventory, questionnaires, etc., the performance of the person can be used to determine the level of the most appropriate examples include the state foreign language exams for civil servants, specialist exams in any area, academic career exams can be counted first. In this and similar exams it is thought that the person's success is determined by his/her performance level.

Therefore, many institutions systematically combine the results of such practices for performance evaluation. The difficulty of this method is based on the results of specific examinations. The people who have depth information in a given subject always have a high performance and vice versa.

So he failed in various exams In the meantime, people who are trying to start their business with high performance . This method is more likely to affect the performance of academic staff career managers and career prospects can be used in the service sector where the steps are clear and fluid.

At the same time the employee who concerns managers, subordinates, internal staff is valued by external customers. More than one person are able to assess and hence this appraisal can be beneficial in some points.

Consultants and experts might also be selected to evaluate the performance from the outside. If the valuation belongs to the organization and not to people from outdoor who know the organization but by those selected from the outside it is necessary to discuss how to make the evaluation results valid. Evaluation made by an external staff specialist method is expensive and is only applied for very important positions.

Employees can also benefit from the evaluation of clients. Especially the interest of the people in the service sector, the approach style of the customer, the speed of doing business and the work quality can be presented through a form to the valuation of the customer. Although customer desires precisely define the purposes of the organization although the information provided by the client does not overlap, staff decisions such as promotion, transfer, training can be an important input for

2.4 360 degree feedback

In addition to self-evaluation, the 360-degree feedback is information which is provided from subordinates, superiors, peers and customers. This process has two basic dimensions. The first dimension is multiple method in which the data from the source will be determined by an evaluation tool, and the other is how will these data be presented to your employees. In 360 degree feedback on both dimensions there are critical points that will affect the success of the process. For this reason, are primarily an effective assessment tool.

In the 1990s, performance appraisal gained world popularity that was based on information provided by the wide range source of data. Applicants were eager on that while approaching with excitement and desire, academicians worked on positive feedback of 360 degrees and have made studies that investigate their negative aspects together. Feedback in these studies it is important to change the person behavior of the process and improve its performance. That was the general view. Simultaneously the developments in the world, this approach, which has been found in many businesses over the past few years, seen and proved that it is a working tool. However, the applications are very new, therefore efficiency is not yet high. 360 rating system is a system in which the above-mentioned evaluation parties are under one roof and collecting data.

The 360-degree performance appraisal system aimed at objectively determine the strengths and weaknesses of managers, superiors and employees and provide professional development support. The system is based on the individual, subordinate, colleague, customer or supplier and that the data that was obtained from these observations together.

The parties involved in the named positions are the same after a structured measurement cycle, the. According to another definition, multiple feedback system, about the perceptions of the behaviors of the individuals being valued and the effects of these behaviors obtain data from different sources.

"Multi-perspective valuation" for the 360-degree performance appraisal system, Although different names such as "multi-valued valuation" and "multiple valuation" are used the process is usually the same

360 Degrees Performance appraisal is a process that supports the development of people in order to allow people to give feedback to each other, to give detailed information about the strong and open areas for development. It is also possible to set general trends about the performance of a group or a team, as well as providing feedback on the individual performances through the 360-degree feedback development process.

Multiple feedback is particularly important for employees in managerial positions. Thanks to the system administrators that they are aware of how they are seen by their superiors, subordinates and colleagues, and are able to compare the data received. Thus, data can be obtained from different sources about critical behaviors such as leadership skills, approach to employees, and attitudes toward empowerment practices.

The 360-degree feedback system aims to direct the systematic performance and performance planned for the occupation directly to individual goals, and indirectly to organizational goals. The 360-degree feedback method, which encourages more effort to increase the motivation of businesspeople, conveys the basic shortcomings to the business. The 360-degree feedback system, which should not contain definite and irreversible definitions, has a "shared" structure between managers and occupants in the information process. In this method, attention must be paid to the timing and the behavior of the occupation that should be taken as basis

Powerful evaluative evaluation is synonymous with almost 360 degree feedback. Nonetheless, multidimensional evaluations involve other types of performance measures, such as internal and external customers, as well as colleagues' evaluations. The 360 degree evaluation also involves a similar method. But 360-degree feedback also means that evaluation is not done and that the results are shared with the person being assessed.

In the 1950s, both content of the feedback received by employees and the way in which this feedback was given helped two ideas. The broad acceptance and implementation of management by the organizations according to their aims contributed to focusing on the feedback method and shaping the feedback method. Now bosses and employees were able to identify specific efficiency goals together and work towards it. Surveys on employee motivation at almost the same time also explained that both employees' productivity and job satisfaction increased when they were given regular information about how close they were to their performance goals and what they were doing to achieve those goals.

For these reasons, periodic performance review negotiations between employees and their bosses became standard in the 1950s. This method demonstrates the extent to which an employee is successful in all business relationships. The reason why this system is named as "360 degrees" is the gathering of performance information about the employee not only in the manager's but also in the employee's surroundings.

The aim is to define behavior from the very beginning. Ultimately, assessment is done by a group of people who know the environment where they work. This method is also called as 360 degree feedback. The final step of the method is to organize a report where the individual can interpret the feedback and prepare the action plan needed to ensure their own development.

During the mid-1960s and early 1970s, academics and practitioners focused on the question of how to provide more comprehensive and more accurate images of people's performances. Investigators investigated the effects of feedback from direct reports, which were most affected by boss behavior, on managerial performance. Some of the investigations have proved the hypothesis that the perception of the direct reports on the behavior of the boss is correct and positive. The bosses also began to learn how others perceive themselves.

It turns out that the only way to achieve real productivity in organizations when entering the 2000s is to be able to benefit more effectively from "HUMAN". Mankind has not increased productivity as a result of the dizzying development in technology. The fact is clear that technology does not mean anything by itself unless there is a person who uses it effectively. Real capital is the foundation in all institutions that go to success.

In the 1930s, while the proportion of body power in production was 90%, this rate dropped to less than 10% in the 2000s. Organizations that search for ways to benefit more effectively from "people", who can transform the aims of an individual with organizational goals and create constant excitement in their employees, will be able to make a difference in the future. Establishing and operating a performance management system that is effective and supported by all segments is crucial in the quest for excellence. The purpose of the performance management system; not only to reveal the level of performance shown in the past, but also to determine the future potential performance of individuals and institutions, and to raise the appropriate motivation and direction with a proactive approach to their future performance. Today's modern sense of performance management system foresees feedback from every stage of the organization. This basic approach brings 360-degree feedback to the foreground as a technique.

Significant changes have been made in the structure of the organizations especially since the middle of the 1980s. These are the increase in the number of employees

who are responsible as managers, and the second is the increasing knowledge and expertise. These changes include: makes it difficult, even impossible, to be the sole evaluator of the employees in terms of knowledge, intelligence, time and objectivity. For these and similar reasons, 360 degree performance evaluation method has become a preferred method by many organizations today.

360-degree feedback is how the main goal leaders, especially their subordinates, are seen. This ensures that the leader at the beginning of the development phase is addressing issues that lack leadership qualities.

With the application of the 360-degree feedback, a more democratic and participatory feature emerges in the organization. 360-degree feedback based on an online survey; 58% for management and organizational development, 25% for performance improvement, 20% for strategic planning and change in organizational culture, and 19% for developing team spirit.¹⁴⁶

360 Degrees Performance's main aim is the appraisal that provides personal development by making it possible to give feedback from different sources, rather than from performance appraisals. The 360-degree feedback process helps all individuals understand the strengths and weaknesses. Therefore, 360 Degree Performance Appraisal is not a substitute for the performance appraisal system that is used formally in the organization, but rather a wider application of formal performance appraisal systems.

360 degree performance feedback has been widely used by large corporations in the US and Western Europe in the 1990s. Today, managers and employees find 360-degree performance feedback to be very good at improving employee performance.

360 degree evaluations are designed to provide a measurement source to assist in the measurement and to provide individual and / or Organizational development in the specified time. 360 degree programs are profitable for individuals and organizations. Such programs may be useful for benchmarking, identification of development opportunities, and for personal development and monitoring of progress. The work in

the book "Good to Great" shows that 360-degree programs help identify valuable individuals by modeling successful organizations and referring to the phrase "taking the right people to the bus station and downloading the wrong ones".

It is stated that 360 degrees feedback evaluation results are used only to improve the performance of the person, but this feedback prevents such high scores / values from being directed. On the other hand, it is suggested that the system will not be given sufficient attention by the users for the purpose of evaluation, if such data are not used in determining the awards or promotion decisions. For this reason, it is recommended that in some cases the first 2-3 years of application will use this feedback only for development and 2-3 years later for both development and rewarding purposes.

The basic idea accepted for the 360 degree evaluation approach is the multifaceted monitoring of the performance of the personnel in the field of eight basic skills.

These areas are:

- Contact
- Leadership
- Compliance with exchanges
- Relations with people
- Task Management
- Production and business problems
- Training of others
- Staff development.

The 360 degree performance appraisal approach has some basic elements included in the method as well as following the eight basic skills mentioned above. These:

- Identification of objectives and sharing with the parties

- Anonymous feedback
- Choice of evaluators and evaluator equals
- Presentation of feedback to person

Unlike the traditional performance appraisal approach, where employees are assessed by superiors, the fact that the referrer is who, who is not known by the feedback, or the anonymity of the feedback is a source of controversy both in practice and in the relevant literature. Especially when the managers assessed by their subordinates want to know who owns the feedback they are receiving, the subordinates in the evaluator desire to remain secret.

As a decisive factor, how important is the manager's evaluation by the subordinates? As the number of subordinates increases, anonymity increases and it is suggested that the feedback given is more objective and valid.

Because subordinates are distracted from their concern that they will be identified within the large group by the managers of their own back-feeds. For this reason, it is not appropriate for managers who have a total number of subordinates to be at least 3, sometimes even below 5 in some implementations, to give feedback even without giving their names by their subordinates. In other words, managers with a total number of subordinates over 3 or 5 receive feedback from their subordinates.

What will be reflected in the measurement tools, ie what behaviors are to be valued, and in what dimensions they will be evaluated, is another element of 360 degree performance management. The behavior of the system should be determined in a way that is related to the strategy of organizational strategy and human resources.

Criteria that are fundamental to appraisal by general lines can be grouped into four groups.

I. The basic quality and quantity of work

ii. Business knowledge and ability

iii. Individual features

iv. Relationship and behavior of the individual

Most of the businesses divide part of the assessment forms to determine the needs of the assessed training needs. If there is also a systematic training need analysis, the information provided in the form with this information is used to plan the training activities after integrating the information contained in the needs analysis. Some businesses try to determine the training needs of their employees with the help of questions they ask on assessment forms.

Sometimes it will also appear in the evaluation interviews with the people that there are some educational deficiencies beyond the needs of the form. In some cases, the supervisor will be aware of this issue, like bringing a subject that he or she needs for that moment or future into the agenda during the interview.

In order to effect the desired changes in working behavior, it is absolutely necessary that the training programs applied to the person wick do not perceive a punishment and / or an educated person as a patient being treated. Otherwise, the learning motivation of the person will be significantly reduced or even completely lost.

Data obtained from the 360 Degree Performance Appraisal system perform training needs analysis of functions in establishments where there is no such systematic work, while other studies that determine the training need are considered to be complementary or informative to control them

The evaluation of the performance of the employees by many evaluators ensures that this system is a more effective method than the classical methods. 360-degree feedback has significant benefits, especially in terms of working.

- ✓ A better understanding of others' perspectives allows the employee to see their strengths and weaknesses more clearly. Employee self-development efforts become more focused and more effective.
- ✓ The person gets a broader performance information. People who work together and closely work closely with their own performance.
- ✓ Feedbacks are more honest and open because they are unnamed. Provides objective and reliable feedback, supports individual development and learning.
- ✓ Clarify what expectations of success for employees are. It facilitates the determination of the strengths and training needs of employees.

2.4.1 Recruitment Message

Organizations have a growing demand for improved performance levels and some results. Organizations in all sectors today, and even governments in some countries, are struggling for greater efficiency and effectiveness. At the center of these jobs is to raise individual and team performance levels.

The use of the 360-degree evaluation method to solve this has increased considerably. Unfortunately, there are many dangers in the 360 degree evaluation method due to the characteristic of the method. Organizations have to pay attention to this point before putting the system into practice and during when the system is running.

It may be a good idea to use the 360-degree evaluation method, but it should not be ruled out that the organization of the technique which is used matches the technique.

Misuse can drag the organization into unnecessary risks and can have a negative impact on motivation and performance in the workplace.

It is possible to make a list as follows if the main advantages of the method are explained.

- ❖ Appraisal groups can take their interests in the foreground. If the proportional weights of the evaluators are not set correctly, confidence in the results is reduced.

- ❖ As the number of evaluators increases, there will be an increase in errors caused by the evaluators. When the number of evaluators is low, it is more likely to correct these errors, while if the number increases, the likelihood of missing errors increases.

- ❖ Requires expert staff and computer-based automation infrastructure in the establishment of a healthy feedback reporting system. For this reason it is difficult and inconvenient to implement the method in very small and geographically distributed organizations.

- ❖ It is inconvenient for companies that are very large and not strong in financial terms to choose the system. In addition to being costly to install and operate the system, it is also the main factor that removes the need to identify and address the training needs of those involved in the system,

- ❖ Increasing the number of evaluators may increase the cost and complexity of the performance evaluation system. Furthermore, processing and analysis of performance evaluation data may take more time.

- ❖ The valued manager may feel under pressure because of multiple valuations.

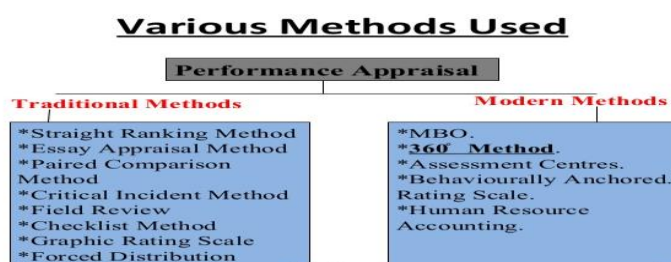
- ❖ The deterioration of the system from the purpose of the system due to the inability to prevent the desire to identify and punish the evaluators who give negative information to the evaluators and to create a crisis of confidence among the staff who deviate from the essence.

- ❖ Evaluators may avoid reflecting the actual performance of the people they evaluate during the time until their adoption.

- ❖ In an organization where autocratic management is prevailing, managers do not want to accept that subordinates evaluate themselves. There may be difficulties in implementing the method especially in family companies.

There are differences in the character of the 360-degree valuation method compared to ordinary valuation techniques. The 360-degree valuation is far from the targets set in the organization; it tends to focus on strengthening the capabilities that are believed to improve the organization's performance.

In the performance evaluation process, the purpose, data source, identity of the source, content of the feedback, measurement method, relation with other human resources decisions, philosophy shaping the process, process content and features carried by the target workshops differ.



<https://www.slideshare.net/ihsankhan0/360-degree-performance-appraisal-by-shas-production>

Due to the many requirements generated by today's conditions, performance evaluation systems are being designed to produce multiple feedbacks. In order to structure of a typical multiple feedback system involves steps that can be summarized in the following way, with some differences according to organizational needs.

Preparatory work is more important than the application phase in the 360-degree performance evaluation process.

Before the implementation of the 360-degree feedback process, decisions on the use of the process must be taken with the occupiers and managers in the human resources department. It is necessary to describe a skill process to be used later and to hold a meeting with all the members of the group, to explain the purpose and progress of the process, and how to use the data to be collected in the workshops.

In order to understand whether organizations are ready for this system, it must first be ensured that the system is understood correctly. During the establishment of the model, cultural exchange towards the system should be provided within the organization. For this reason, it is especially necessary for organizations to train participant staff programmatically by establishing an environment of mutual trust

Regardless of the issue, success is to provide continuous information on the implementation of the pre-requisite related workshops. It is often, but not always, that harmful consequences arise from the delivery of non-truthful news from some non-formal communication channels to the workplace. However, the issues are brought to light without the need of the formal information coming from the authorized persons and the doubts, prejudices and unnecessary interpretations of the businessmen. This general rule also plays a very important role in the evaluation of occupation.

This will ensure that the staff will see the system as a tool to contribute to the organization and to the development of the organization.

First, the system objectives must be clearly defined and shared with related parties. The information obtained from the system is mostly used in the planning of career development and training activities. The results of the system reveal the strengths and weaknesses of the employees, so that it is possible to clarify the behavior and skills to be developed that will form the basis of the career plan.

If the system is only used to improve the performance of the person, it is stated that such feedback prevents the high scores / values from being directed. On the other hand, it is suggested that the system will not be given sufficient attention by the users for the purpose of evaluation, if such data is not used in determining the awards or promotion decisions. For this reason, it is recommended that in some cases, these feedbacks should be used only for development, 2-3 years later for both development and rewarding.

Determining which of the performance evaluation criteria or performance is to be evaluated is a milestone in the success of the performance evaluation system. When determining performance criteria, attention must be paid to the following points.

- The thing that is measured in the performance appraisal process must be absolutely related to goals and objectives prepared in parallel to the mission and strategic objectives of the organization.

- Staff participation should be ensured in determining the criteria. Their views and criticism should be taken into consideration. Otherwise, it is unlikely that the personnel will believe, accept and fulfill these criteria.

- Criteria should not interfere each other, repeatedly measure the same characteristics of performance.
- Criteria must be selected, observed and measured objectively in regard with the nature of work and level of responsibility.
- Criteria must be restricted and not exceeded.

In the multiple feedback system, it is important to form appropriate questionnaires and valuation scales for the analysis of data obtained from different sources. Weighted quantitative data are given in terms of increasing the reliability of the evaluation,.

This phase consists of decisions about what types of data are collected about individuals and how these data are collected. Decisions to be taken at this stage have an important place in order to an effective 360-degree performance appraisal process to occur. Because choosing the right people and using the right method increases the reliability of the feedback which is given to the individual and the effect of the system on the individual.

It is very difficult to explain why such appraisal is made when evaluating a person's performance in sense with a general standard. To remove this difficult situation, open-ended items can be added to the questionnaire or data can be obtained by interview. In certain cases it may be necessary to explain why the individual is making such appraisal. In the face of such an event, the use of the interview method is of great importance for the personnel, and for the administrator.

The method of interviewing has its own advantages and disadvantages. The first advantage of this method is that the individual is given the opportunity to defend himself and explain the cause of his movement. It can also be discussed in more detail on the call.

In addition to these, the interviewing method gives the evaluator the opportunity to learn the personal characteristics of the worker. But it is a significant disadvantage that the cost of the interview is very high in terms of time and money.

Another disadvantage of the method is that the subordinates are scoring high and scoring high with unfairness. Since the confidentiality of the evaluators and the anonymity of the valuator can not be provided, the reliability of the incoming data may be reduced.

While performance appraisal activities are carried out, organizations reach the data that is necessary to carry out the relevant activity using different methods.

The determination of data sources in 360-degree feedback process carries great importance. It should be noted that when evaluators are selected, the manager has enough observability to be able to observe the workforce and has enough knowledge about the evaluation process.

The most important point to be mentioned here is that the person or persons who will make the evaluations have got the necessary conviction about the possibilities and performance of observing workers for a sufficient period of time.

No matter how well the criteria is chosen, sometimes the evaluators can not use the criteria. Because of the differences in personality, perceptions and perceptions among the valued supervisors, there may be differences. The best way to remove such mistakes is through training.

The training of the participants in the 360-degree feedback process ensures that the process is progressing effectively. Through training, all participants have a general judgment on what their progression is and how to use it. The training provided also explains the benefits of the 360-degree feedback process for assessers and evaluated people.

The ranks of those who develop the system both from the theoretical direction and from the application point of view in terms of performance evaluation will surely affect the successful execution of the system without any doubt. Evaluators will correctly define the concept of performance appraisal in general terms and will also play an important role at the same time in the success of the system.

When any new system is developed in the organizations, it is necessary to train the personnel related to the introduction of this system before going into practice. It is also heard when the same training needs, assessment systems are established. However, one particular issue to be taken into consideration in this type of training is the reluctance that managers occasionally show in participating in performance assessment trainings.

The person or persons who develop the performance appraisal system should organize meetings before the training programs to introduce both the new system they are designing and a group that can represent managers either entirely or wholly, according to the size of the business and the number of managers. In regard of the opinions received from the administrators, the system should be negotiated together in this meeting by taking the proposals of the participants in order to ensure that the objectives of use are determined, the appropriate evaluation method is selected and the basic implementation principles are set up after the system is introduced.

However, the system builders should explain the proposals coming in the framework of their own expertise and explain to the participants what is technically wrong to change.

At this stage, Evaluators are informed about how the assessment should be done. Criteria, standards, evaluation of the concepts used and appraisals forms are taught. For this purpose, educational meetings are organized to give objective suggestions to evaluators, and suggestions not to go to unfair evaluation based on prejudice and emotional reasons. It is taught the need to ensure the confidence and understanding of businesspeople in terms of being well-behaved with the work to be evaluated, successful implementation and concluding of the system

At this stage, the emphasis is placed on raising the group to evaluate. Criteria for the valuation methods to be used, grades are introduced, the concepts used are explained, the valuation forms are taught, and some useful advice is given. Educational meetings are held for this purpose, and it is recommended that they should not go to unfair valuations, especially during valuation, with objective behaviors, some upcoming judgments and emotional reasons.

Business managers must provide training for all 360 degree performance evaluators. In addition to other areas, training activities should help assessors develop common reference systems that will help them respond to scales. It is necessary for the training activities to give strategies to overcome the evaluation mistakes, central tendency, flexibility and rigidity.

The training of those who will receive this feedback is important as well as the training of the person giving the feedback in the 360-degree performance appraisal process. The appraiser learns where and how the results of the appraisal are to be used through the training provided. In addition, educated people learn how to interpret the information they receive and how feedback should be accepted. Valuable people need training in four areas

- Analyzing information and setting development goals

- What to do about unexpected negative feedback

- Discuss incoming feedback with the manager

- Determination of detailed targets and motion plans

Performance evaluation is a very sensitive issue. Those who will be affected by the implementation of the system can make any kind of interpretation that comes to mind. If enough information is not given to occupations in this context, for example, some units may be removed or a certain number of occupations may be carried out of business. For this reason, if the system is required to achieve success, it must first be given the necessary information in the workshops and their cooperation should be provided.

The purpose of occupational valuation, the methods used, and the problems encountered should be explained in the case of workshops, through business newspapers, or in brochures, circulars and some notes in writing, orally or in controversial or controversial meetings. Every initiative undertaken in this direction will affect the success of the performance appraisal positively and will also provide the support and contribution of the personnel to the system.

In the 360-degree performance evaluation process, after the data collection method is prepared, applying this method to the determined data sources, a wide variety of detailed data about the performance of the person being evaluated is obtained. Surveys conducted in organizations with sophisticated information systems can be

designed to be used in on-premises local computer networks (intranets and extranets), as well as optical readers.

More important than how it is presented to the user is the presentation. It is important for everyone to understand, to avoid questions, to be able to measure and evaluate things, to be designed with ergonomics that all the functions can easily use, the validity of the results and the correct perception of the system in a short time. Evaluating the obtained data should be made orderly so that the assessed individual can easily understand the need for development with weaknesses and weaknesses.

After completion of the performance planning phase a, the manager is in constant communication to reach the pre-determined goals with the supervisor throughout the evaluation period. In the context of the pre-prepared movement plan, he continues to help the manager's master in matters and situations he needs. On the other hand, he will observe the performance of the asthma and will not neglect to provide feedback by making the necessary warnings during the period.

In other words, the dynamic nature of the process requires that the subordinate and the supervisor are in constant contact and communication. From this point of view, evaluation of performance is no longer a statistical filling of the form at the end of the period. However, formal performance appraisal systems, in which companies are adopting, require that, in principle, period-end evaluations are passed to the forms at the end of certain periods.

At the end of the above-mentioned period, the results of processing the results into forms; summarization of the information obtained during the period, withdrawal of the charter and collection of the evaluations made. Success assessment studies are not studies that start and end within a certain period of time. The observations and records of the work performance of the personnel shall be kept and evaluated regularly and continuously.

Success assessment should be continuous. In the 360-degree feedback process, after the data collection method is implemented, the managers have various information

about the evaluated workshops. By evaluating these data, the manager reveals the strengths and weaknesses of the evaluated workshops and can reveal the need for improvement.

After applying the selected method for appraisal, an open interview should be made between the appraiser and the appraisee. An interview in this direction works in the form of a feedback process and brings tremendous benefits. For example, an appraiser learns aspects of being successful and unsuccessful, points out the need for improvement, demonstrates how to promote and develop a career, and determines how to develop missing qualities. The purpose of the appraisal is to promote its development rather than reveal its inadequacies.¹⁹⁵

People will understand how to improve themselves by looking at what is expected of them, feedback standards, and differences between standards and actual performance through feedback provided by evaluators or appraisers. Efforts are still being made to improve performance evaluation negotiations between subordinates and managers as an important component of the Performance Management System, especially in the case of some enterprises where the results of performance evaluations are not explicitly discussed with employees in our country.

During the interview, the appraiser should not enter into a false attitude such as seeing and humiliating appraisee, but should try to be constructive, not destructive. On the one hand, while the past period is being questioned, the targets of the next period must be revisited and aimed at continuous improvement.

The objectives of the interview can be summarized as follows:

- ✚ the work performance of the employee is determined in advance; discussing according to responsibilities, goals and performance expectations

- ✚ Employee; to discuss the strengths and weaknesses observed during the appraisal period

- ✚ Help employees solve daily business problems

- ✚ Employee; give a chance to express their feelings about the work-related variables that affect their performance and career direction

- ✚ identify long-term training and development efforts that will change the current situation of the employee to transfer and promotion

- ✚ form the basis for future wage increases and promotion decisions

2.5 360° Performance Assessment Method in Practice

Performance appraisal is at the beginning of the processes that are primarily needed when measuring organizational effectiveness. It is the tool that combines the goals of activity and creativity with what the individual does. This task is carried out by evaluating the working behaviors including the knowledge, skills and abilities of the employees. The performance appraisal system should provide multifaceted communication within the organization, providing personal development and organizational improvement.

The performance management process mainly covers two activities:

- Evaluation of past performance in comparison with targets,
- Determining the potential performance for the future.

Today, the determination of potential performance is at least as important as past performance, even more important than it. With this approach, you will have the advantage of knowing about the performance that your employees can perform beyond their performance. Parallel to the multifaceted social and economic events that surround us, the diversity of individual requirements and complexity of operations have made the development of new techniques and systems to help people become compulsory at some point. This imperative has focused on the use of effective quantitative techniques within the decision-making and evaluation process.

The first step in establishing a performance assessment system in an organization is to determine what the objectives and objectives of the current system will be. A realistic job assessment and analysis to be done at the organization will also reveal what to expect from the performance evaluation system.

Performance appraisal is extremely important in terms of defining the goals of the organization and showing what it can do for employees. The members of the organization should make careful business analyzes to determine the system's dynamics and core objectives. This not only makes clear the organizational goals, but also facilitates communication between the various levels of the organization.

It is undoubtedly unexpected that organizations that have not created a performance appraisal system approved by everyone in the business can ensure continuous improvement and institutionalize it.

In a good performance evaluation system:

- High quality measurement systems must be designed and maintained,
- As part of continuous performance improvement, advanced measurement systems must be integrated, understandable and acceptable to business strategies,

- Measuring and evaluating should be adopted as a constant and indispensable part of the management process.
- Believing, designing, applying, and measuring the performance of healing, you will expect and will emerge what you have achieved.

Such an evaluation system will not operate with an evaluation process in the classical sense. In particular, the use of intensive technology and the complex business life have shown us that we can not reach solutions using only single-flow systems (from top to bottom). This leads us to creating a global evaluation system

As mentioned above, the solution can not be achieved by using the classical performance evaluation systems in the enterprises where the majority of the white-collar personnel who use intensive technology and have complex business processes and work mostly. These are the most important conditions that must be taken into consideration in the performance evaluation and application, to be very meticulous in the application due to the highly sensitive nature of such valuation work which objectively examines the talents and behaviors of the occupants.

Under these circumstances, the selection of the method to be applied for performance selection in the enterprises is very important. The goal of the 360-degree performance appraisal system is to objectively identify the strengths and weaknesses of the middle and senior managers, and to provide professional development support to those who are valued.

The system is basically based on observing that the assessed individual is viewed by the person who is above, under, teammate, client, or supplier, and evaluating the data from these observations together. In this method, Feedback is more honest and open because it is anonymous. Provides objective and reliable feedback, supports individual development and learning. Increasing the team spirit by developing communication tools between the employee and the manager shows that it is a more appropriate method than the modern approaches in management science, instead of the old-fashioned classical management concept.

In essence, the Talent Management System is not an independent system on its own. It is a system that uses the results of two other systems. In fact, it can be said that the Competency Evaluation System and the Performance Evaluation System are established for feeding the Talent Management System.

The ORACLE ERP system is used for the storage and management of data for these three systems. Information from Talent Management and Performance Evaluation systems is processed in the Talent Management System to achieve some results. The Human Resources Department conducts evaluations based on the outputs provided by the Talent Management System and presents the relevant evaluations to management approval. Taking these evaluations into consideration, the following decisions are taken in the enterprise.

- ✓ Promotion
- ✓ Assign
- ✓ Rotation
- ✓ Business enrichment
- ✓ Training Planning
- ✓ Workforce planning
- ✓ Wage Management

When the Talent Management System studies are completed, all employees are placed in a five-point matrix. The relevant matrix groups the staff in terms of their suitability for the position they are working in. The corresponding matrix is as follows.

I. JUMPER

ii. STRETCH

iii. GROW

iv. IMPROVE

v. MOVE

Each group has a special meaning in the above mentioned matters such as promotion, assignment, rotation and compensation:

Personnel received in this class are potential manager candidates. At the beginning of the evaluation period, they have achieved their goals in the first place and have even come up on it. They also fully meet the competencies required by the position they are in and have a working culture suitable for company policies. The receivables will be set as the upper limit of the wage band for the title they are paying.

The staff members of this class are successful employees and potential promotion candidates. It is aimed that the employees are generally Stretch because the standards required to jump are very high and some additional criteria are needed in the Performance Management System data. Employees in this group are entitled to a quorum above the average according to their position.

The staff members of this class have met expectations. However, there are some points that need to be improved in terms of competencies and working culture. For this reason it is beneficial for the staff of the Grow class to continue in the current position for a while.

The staff members of this class have some deficiencies in terms of the qualifications required by the position they are involved with trying to fulfill expectations. Work will be done to overcome the shortcomings related to future training and support activities.

In this class, the staff can not fulfill expectations. As with the deviations in the personal goals given at the beginning of the year, the position is not fully achieved in the competencies required. Naturally, there is a mismatch between duty and employee. This incompatibility is the same as in the Improve group. The employees in this group are tried to be evaluated in other sections that are appropriate to their specifications. In spite of this kind of assisted effort provided by the company, it is decided to terminate the employment contract for the staff who move up for a few years.

During the evaluation process, data are analyzed in two different ways. The first one is carried out by the human resources department itself and the second one is carried out by the department of human resources in coordination with each department.

Firstly, from the relevant data, human resources experts prepare an analysis and study to prepare various reports on the subject to be submitted to top management and company employees. These reports have outcomes and assessments on the following issues.

- I. Competencies that the firm has the strongest
- ii. Competencies where the firm is weakest
- iii. The most powerful sections on each competency basis
- iv. The weakest parts for each competency

- vi. As a result of the comparison made with the results of the previous year,
- vi. The trainings given over the past year and the effectiveness of these trainings
- vii. The most powerful employees on every competency basis
- viii. The weakest employees on every competency basis
- ix. Practices where employees are most satisfied
- x. Practices where workers are most uncomfortable
- xi. Partitions with good employee / manager compliance
- xii. Departments with poor employee / manager compliance

Secondly, as the evaluation process is completed and the results emerge, employees and managers in each department work on the outcomes. As a result of the process, they meet together to evaluate the results of working with the manager. Here the strengths and weaknesses of the employee are discussed. In these meetings held under the coordination of the Human Resources department, the goal is always to ensure that the opinion ends up in a development action plan.

The development plans prepared by the employee and the manager in agreement are sent to the Human Resources section. All of these transactions are done through Oracle ERP system in virtual environment without physical document. Human resources management prepares and implements the next year's training and development plan, taking into account the development action plans communicated to it and the results of the previous year's performance management system.

With the training plans being made on the basis of the employees, targets are determined on the basis of the employees. At the beginning of the year, the target setting process is carried out as a result of interviews with employees. Yearly targets set at the beginning of the year

Conclusion

It is very important to establish and operate a performance management system that is individualized, organizationally effective, and productive, and that is supported by all segments. The goal of the performance management system is not only to reveal the level of performance that has been shown in the past, but also to determine the future potential performance of individuals and institutions, with appropriate motivation and direction to improve their future performance proactively.

In today's business world, it is important to be able to stand out in the competition and achieve success, that is important to all, the ability to keep up with success rapidly. Organizations that do not ignore this fact have also accepted the fact that the key word of managerial activity and organizational productivity is human nowadays, in which constant change is inevitable. The 360 degree performance evaluation method that brings people to the forefront has become a preferred method by many organizations that aim to achieve success in the future. The 360-degree evaluation system aims at interrogating the system in a versatile and continuous manner within the above-mentioned performance evaluation methodology, and collecting

information on employees' performance from a variety of sources having different relationships with the employee.

The essence of establishing a good performance appraisal system is primarily to ask the right questions. Of course, a good performance appraisal system has to send the correct signals to the different locations within the organization, just like the signal radar sends to the airplanes. If the radar does not send signals to the aircraft, if the signals are not encoded into the computers, you get incorrect information about the size, speed and type of the plane. If the performance evaluation system can not send the right signals to the organization, it gradually goes away from the vision of organization and goes to death rapidly.

An evaluation questionnaire, which will be based on key competencies and criteria to be determined on the basis of firm-based studies, will be the most important tool in total. Different companies may have different criteria and features. Even so, if the work done with the participation of the employees in the determination of the relevant criteria is given the necessary care and the process is run dynamically, then there is no difference in the basic functions. The two competitors examined in the study differ in their basic competencies and behavioral characteristics in the 360-degree feedback process, and as a result, each firm takes into consideration the characteristics that are appropriate for its own structure and important to itself. This difference in system tools ensures that the two systems are parallel to the theoretical rules rather than departing from theoretical rules.

Data collection surveys can be designed in organizations with sophisticated information systems, such as in intranets and extranets, where security is provided, as well as optical readers. Human resources departments face a significant operational burden if manual 360-degree evaluation practices require the collection and reporting of a large number of data. The application of the 360 degree method in electronic environment and the ability to select the evaluators online can remove the tedious

tasks such as the creation, filling, collection and reading of paper forms, and this makes it possible for one or two staff to perform these operations easily and save time and cost. Although the research topic is 518 employees in the media firm, only 2 staff responsible for human resources applications are a sign of this ease. Yet another finding is that it is important to note that even though the IT firm, which has about 20,000 employees in the same way, is evaluating 360 degrees for every occupation, the process of gathering and evaluating related surveys in 2 working days is important. In addition, operational errors that may occur during any of the evaluation stages are avoided during continuous operation.

References

Aldemir M. Ceyhan, Alpay Ataol, Gönül Budak, **İnsan Kaynakları Yönetimi**, 5.Baskı, İzmir, Fakülteler Kitabevi, 2004

Argon Türkan ve Altay Eren, **İnsan Kaynakları Yönetimi**, Ankara, Nobel Basımevi, 2004

Ataay İsmail Durak, **İş Değerleme ve Başarı Değerleme Yöntemleri**, İstanbul, 2.Basım, İ.Ü. İşletme Fakültesi Yayın no:235, 1990

Beach D.S., Personnel, 4.Baskı, MacMillan Publishing Co. Inc., New York, 1980

Bilgin Kamil Ufuk, Kamu Performans Yönetimi, Ankara, TODAİE Yayınları, 2004

Cascio F. Wayne, “**Managing Human Resources**”, Productivity, Quality of Work Life, Profits, 3rd Edition, Mc Graw Hills Inc., New York, 1992

Feldman D.C. ve H.J. Arnold, **Managing Individual and Group Behaviour in Organizations**, McGraw-Hill Book Co., Auckland, 1983

Fındıkçı İlhami, **İnsan Kaynakları Yönetimi**, 2.Basım, İstanbul, Alfa Basım Yayım Dağıtım, 2000

Glueck W.F., Personnel, **A Diagnostic Approach to Organizational Behavior**, 4th ed., Boston:Allyn and Bacon, 1993

Graham H.T. and R. Bennett, **Human Resources Management**, The M and E Handbook Series, 7th Edition, Singapore, 1992

Lepsinger Richard and Anntoinette D. Lucia, **The Art and Science of 360 Degree Feedback**, San Francisco, Jossey-Bass Pfeffer Inc, 1997

Scarpello V. and J. Ledvinka, **Personel/Human Resource Management Environments and Functions**, PWS-Kent Publishing Co., Boston, 1988

Schuler R.S., **Personel and Human Resource Management**, 3.Baskı, West Publishing Co. Inc., New York, 1980

Uyargil Cavide, **İşletmelerde Performans Yönetimi Sistemi**, İstanbul, 2.Basım, Arıkan Basımevi, 2008

Vukotich George, **“The 360 Degree Process: Planning for Implementation”**, Edited by Hollister A.Hughes, Pearson Reid London House, 2004

Edward Prewitt, **“Should You Use 360 Degree Feedback For Performance Reviews”**, Harvard Management Update, February 1999

M.L. Ramsey and H.Lehto, **The Power Of Peer Review**, Training and Development journal, july 1994