
11.Essay Evaluation Method

In the essay method of evaluation the appraiser writes an elaborate statement about the employee who is being evaluated. He mentions the employee's strengths and weaknesses. He also suggests ways to improve his performance and appreciates the good qualities. This essay can be prepared by the appraiser alone or together with the employee. As the criteria for evaluation is not defined, it helps the appraiser to focus on the areas that actually need improvement. This open-ended method accords flexibility and eliminates rigidity which is observed in criteria-driven evaluations. However, it is a highly time-consuming and subjective method, and may not necessarily work for the benefit of the organization.

Essay evaluation is a non-quantitative technique

This method is advantageous in at least one sense, i.e., the essay provides a good deal of information about the employee and also reveals more about the evaluator. The essay evaluation method however, suffers from the following limitations:

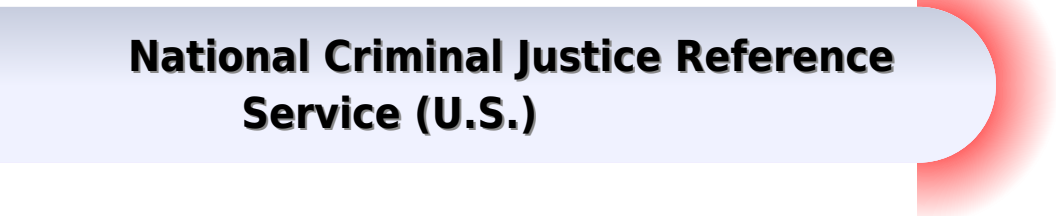
- It is highly subjective; the supervisor may write a biased essay. The employees who are sycophants will be evaluated more favorably than other employees.
- Some evaluators may be poor in writing essays on employee performance. Others may be superficial in explanation and use flowery language which may not reflect the actual performance of the employee. It is very difficult to find effective writers nowadays.
- The appraiser is required to find time to prepare the essay. A busy appraiser may write the essay hurriedly without properly assessing the actual performance of the worker. On the other hand, appraiser takes a long time, this becomes uneconomical from the view point of the firm, because the time of the evaluator (supervisor) is costly.

12.Performance Test and Observation Method

This method deals with testing the knowledge or skills of the employees. It can be implemented in the form of a written test or can be based on the actual presentation of skills. The test must be conceived by the human resources department and conducted by a reliable evaluator who has in-depth knowledge about the field of the test. There can be bias if the performance is evaluated on the presentation of skills. However, a written test can be a reliable yardstick to measure the knowledge. Tests will also enable the management to check the potential of employees. However, if the human resources department decides to outsource the compilation of the test, it may incur additional cost for the organization.

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