



第七届绩效管理改善和创新论坛

2020年10月27-28日，北京





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取消绩效评分 员工激励如何做

2020年10月28日
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绩效考核

是基于企业的业务目标，针对员工所承担的工作，应用各种定性、定量的方法，对员工的工作行为和业绩结果进行考核和评价，其结果对于员工未来的薪酬管理和职业发展起到一定影响。

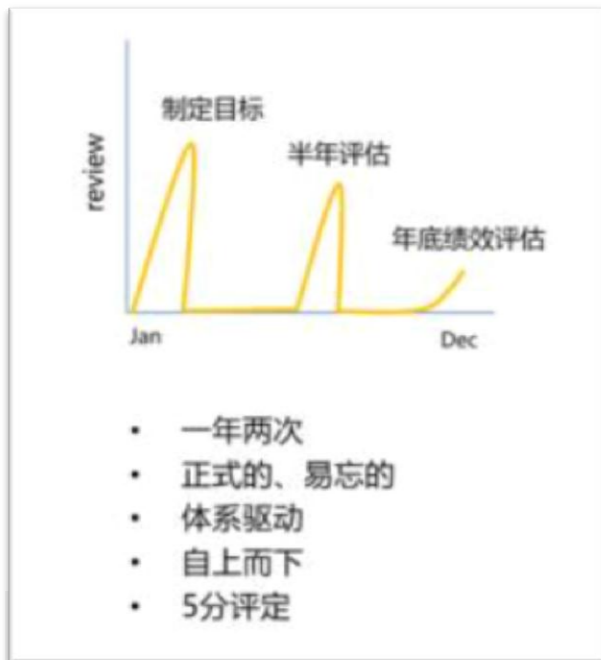
平衡计分卡

目标管理法

关键绩效指
标法

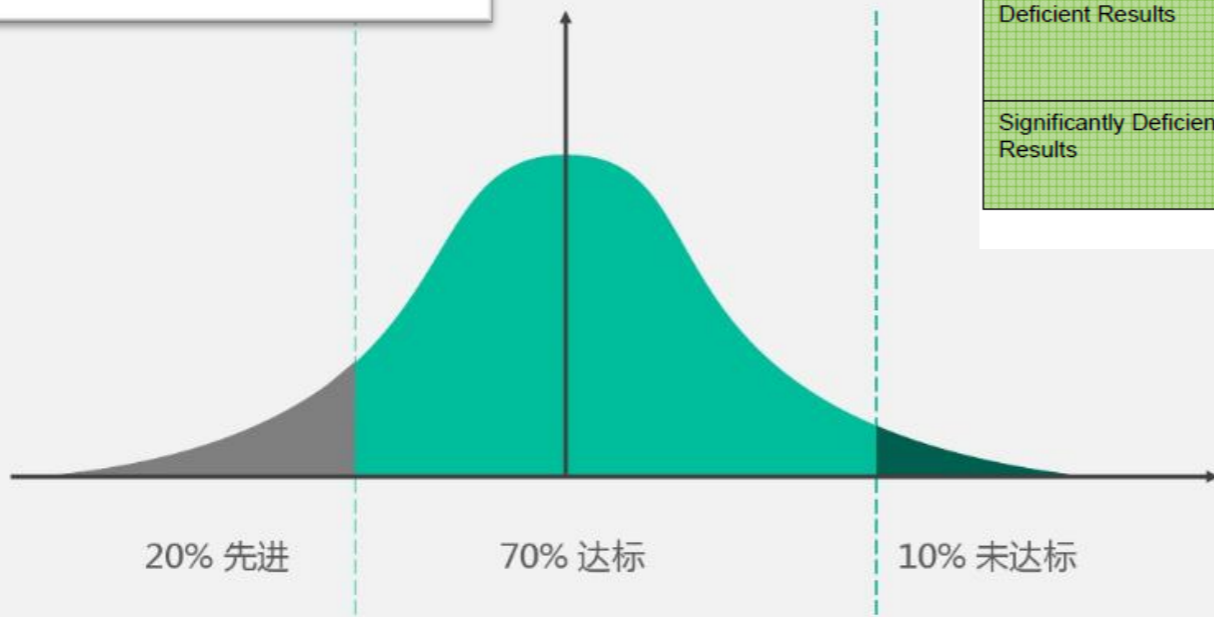
关键绩效指
标法

绩效评分和强制分布



Category	Descriptor
Exceptional Results	Expectations were surpassed <ul style="list-style-type: none"> - Excellent results and recognizable demonstration of Integrity in achieving performance outcomes - "Top Quality" products and services - Accomplishments far in advance of agreed-upon time frames and/or financial criteria (i.e., budget, plan, allocated resources)
Significantly Exceeded	Expectations were exceeded or significantly exceeded <ul style="list-style-type: none"> - Superior Results and operates with integrity in daily exchanges, actions and in achieving performance outcomes - Products and services of superior quality - Accomplishments in advance of agreed-upon time frames and/or financial criteria
Exceeded	Expectations were exceeded in some areas and definitely met in all others <ul style="list-style-type: none"> - Significant Results and upholds integrity in achieving performance outcomes - Products and services are of high quality - Some accomplishments in advance of, some aligned with, agreed-upon time frames and/or financial criteria - Drives business results with Integrity
Consistently Met	Expectations were met <ul style="list-style-type: none"> - Fully satisfactory performance, solid results, fulfilled job requirements and integrity demonstrated in achieving performance outcomes - Good quality products and services - Accomplishments aligned with agreed-upon time frames and/or financial criteria - Delivers business results with Integrity
Partially Met	Expectations were partially met, improvement required in some areas <ul style="list-style-type: none"> - Results partially fulfilled requirements and expectations - Products and services of acceptable quality - Accomplishments not consistently aligned with agreed-upon time frames and/or financial criteria
Deficient Results	Expectations were not fulfilled, performance unsatisfactory, significant improvement required <ul style="list-style-type: none"> - Results substantially below job requirements and expectations - Products and services of deficient quality - Accomplishments not regularly aligned with agreed-upon time frames and/or financial criteria
Significantly Deficient Results	Expectations were not met, unacceptable performance, immediate improvement required <ul style="list-style-type: none"> - Results consistently poor and significantly below job requirements and expectations - Products and services of notably deficient quality - Accomplishments not aligned with agreed-upon time frames and/or financial criteria

Performance with Integrity and consistent demonstration of the *Pfizer Values* is foundational to the way we work, must be considered in assessing results, and will directly impact the final rating. Full demonstration is required for a rating of Consistently Met or higher.



IT'S A MILLENNIAL THING

Why GE had to kill its annual performance reviews after more than three decades

By Max Nisen • August 13, 2015



Kill Your Performance Ratings

Neuroscience shows why numbers-based HR management is obsolete. And watch the video "[How Your Brain Responds to Performance Rankings.](#)"

by [David Rock](#), [Josh Davis](#), and [Beth Jones](#)

- Evidence is mounting that conventional approaches to strategic human capital management are broken. This is particularly true for performance management (PM) systems—the appraisal approaches in which employees (working with their managers) set goals for the year; managers interview others who have worked with them and write up an appraisal; employees are rated and ranked numerically; and salary, bonus, and promotion opportunities are awarded accordingly. A 2013
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Illustration by Francesco Bongiorno



取消绩效评分并不意味着取消绩效考核

- “取消绩效评分”的本质是弱化了（绩效）级别的标签，强调针对员工表现给出及时和持续的反馈，帮助员工反思经验教训，在未来改进表现，提升自我。
- 绩效管理流程依然存在，在整个过程中，还是会识别哪些是表现优秀的员工，哪些员工需要进行绩效改进

取消绩效评分源自于业务战略和管理模式的改变





取消绩效评分可以帮助管理者

- 专注于与员工就绩效期望、绩效结果、改进空间和职业发展等维度进行充分沟通
- 关注非正式反馈，保持与员工进行持续、及时的绩效反馈，创造公开、透明的管理氛围；鼓励团队精神与协作
- 增强按绩效付薪的操作灵活度。避免由于绩效评分与调薪、奖金的强制连接而产生的不公平分配
- 提高员工敬业度，取消绩效评分后，员工可以更专注于绩效结果本身，降低对于评分的焦虑感

但结果也并非想象中那么美好.....

- 2016年CEB(Gartner)的调研结果显示取消绩效评分会导致意想不到的结果：
 - 员工的绩效下降大约10%，而只有不到5%的经理可以有效地管理员工
 - 经理与员工的绩效沟通质量**下降14%**，经理很难对员工解释他们**过往的工作绩效表现**以及需要采取什么步骤来**改善未来绩效表现**
 - 经理与员工的非正式绩效沟通时间**减少了10小时**，经理们并没有真正将在绩效评分流程中节省的时间转移到与员工进行**持续、非正式的绩效沟通**中
 - 由于经理难以解释如何做出**薪酬决策**并将其与**员工个人贡献**连接起来，因此，高绩效员工对薪酬差异的满意度**下降8%**
 - 员工敬业度**下降6%**，因为经理无法做哪些被证明能够与员工建立期望、保持清晰的绩效和发展对话以及**提供适当的奖励和认可**的事情

绩效管理的结果最终会应用到与员工激励最紧密相关的两个方面

