

MONITORING METHODS EXERCISE REVIEW

1. Own Observations

One of the most effective ways to monitor an employee's performance is with your own eyes. Watching an employee perform a task will tell you much more about that employee's performance than just about any batch of data removed from the action. This method is particularly useful if you are having difficulties helping an employee succeed with a task. By watching the employee while s/he does the task you'll find out exactly what's going wrong and how s/he can do it better.

2. Informal one-to-one meetings

In every one-on-one conversation with an employee, you should ask for an account of what that person has done since your last conversation. Then you need to listen very carefully, make judgments, and ask more probing questions. Asking for an account holds the person accountable.

3. Self-monitoring tools

Such tools include checklists and activity logs. Employees monitor whether they are meeting the standards as they are accomplishing the task. Activity logs are diaries that employees keep, where they note exactly what they're doing all day, including breaks or interruptions. Be careful that such tools do not become too onerous as this will result in "form-filling" rather than self-monitoring.

4. Review work-in-progress

You can't actually keep track of everything every employee does, but if you check random samples on a regular basis it creates a form of monitoring that will get employees to keep a closer track of their own work. Mainly used when someone is learning and so likely to make mistakes.

5. Feedback from Others

This can be formal or informal (hearsay). When seeking feedback from others always ask questions about your employee's work, never about the person. Don't ask for evaluations, but for descriptions. Don't ask for impressions, but ask for details. And don't believe everything you hear: it may be biased or simply wrong.

6. Formal Reports (written/presentations)

Take time for the employee to produce, and for you to read/listen to, but creates a record of what has been done. Appraisals can be considered as a form of formal

report, one that is produced jointly. Tends to be used more frequently with remote teams (such as sales teams).

7. Data Collected by Systems

Hard facts about time and attendance, number of calls made etc. can often be collected automatically. The data is historical and tells you nothing about the reasons for the performance and is only quantitative data. The way the data is collected/presented can make it time consuming to analyse and interpret. Use sparingly.