

AMERICAN UNIVERSITY OF BEIRUT

PERFORMANCE MANAGEMENT & MEASUREMENT:
THE CASE OF THE 53DOTS PRINTING HOUSE

By
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AN ABSTRACT OF THE PROJECT OF

Rouba Hicham Achkar for Master of Human Resource Management

Major: Human Resources

Title: Performance Management and Measurement:
The Case of the 53Dot Printing House

Purpose – The purpose of this paper is to explore, within 53Dots Printing House, the current performance management system across all departments, and come up with future recommendations of improvement in the relative process in specific and the system in general. Moreover, the main outcome of this paper is the development of a proper Key Performance Indicator system that would best fit the printing department given that this department is major a major one and its operations are focal.

Design/methodology/approach – A thorough review of the current performance management system through defining the current policies, procedures, and measurement factors. A semi structured interview was conducted with a sample of key employees involved in the printing process from both supervisory and non-supervisory staff and drawn from different departments. Their views were sought to identify the throw backs in the current system.

Findings – Results suggest: The performance management and measurement system need to be revisited since it lacks the fundamental requirements for evaluating performance. A Balanced Score Card is suggested including four matrices: Financial, Customer, Internal Processes, and Learning and Development in the printing department, the internal processes metrics is later tested and analyzed from the period of March 2016 till November 2016 and certain recommendations are suggested.

Research limitations/implications –The findings are based on a small sample selected for the semi structured interview in comparison to the total number of staff in the company. The sources of information were limited to English language; neither French nor Arabic was tackled. The exploration of the current performance practices was limited to self reported data.

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CHAPTER I

INTRODUCTION

Performance appraisal was invented as early as the First World War by WD Scott. Back then, performance appraisals' systems were not widely known. People used to work hours and hours without any assessment of their performance, making the best worker at the same level as the least productive one. In the 1950s, the first Performance Management System was developed based on personalities to measure productivity. However, this system showed unease in terms of flexibility, since personalities are inherited and can't be monitored with regard to the company's goals. In the 1960s, goals and objectives were developed in a clear way. The managers specified their goals and the needed objectives to fulfill them; those objectives were used to assess performance (Behery, 2014). Hence, whether a unit is achieving their objectives in a timely manner or not were an indicator of performance. With time, managers realized that in order to reach specific goals, employees' performance should be evaluated regularly until it reached a level where it is the most important concept in every company. Modern companies now focus on reducing the traditional hierarchy and seek feedback from the employees. This way, employees are given trust to improve the company's performance overall and power to assess the management's work and efficiency. (Behery, Jabeen, & Parakandi, 2014)

All organizations seek to achieve maximum productivity within their labor force. Considering that employees have different potentials, it is essential for all organizations to evaluate their employee's performance and control their productivity. From that point, performance management systems were applied. Taking that into

consideration, it is essential to evaluate the effectiveness of Performance Management System in boosting employee's performance. This study aims to explore the performance management system within a printing company named 53Dots printing house to provide rigid information whether the system is effective and efficient in improving employees' performance and increasing productivity

CHAPTER II

LITERATURE REVIEW

Performance management systems have been recognized as a crucial element when it comes to improving business performance and efficiency (Behery, 2014). They are considered as a means to achieve competitive advantage and adapt to the changing external environment. The external environment consists of several units and factors such as, customers, suppliers, competitors, government and its respective law (Vílchez, 2014). Many researchers argue that implementing proper performance management systems ensure that the actions taken within an organization are aligned to strategies and objectives. It is necessary to highlight the importance of coming up with a strategy before implementing a PMS that goes hand-in-hand with the company's mission, vision and values and ultimately achieve the company's soft and hard goals. Considering the fact that the external environment nowadays is dynamic, the organization's PMS has to be dynamic as well to adapt to every change in the external environment as well as the internal. As we see nowadays that innovation is a critical element in order to achieve the customers' needs that could change every day and night. Performance management systems are divided into three levels: the individual level of performance which is based on every single employee's performance and evaluating his efficiency when working on a task. The second level is the performance of the organization as whole which is a combination of the different units' performance. And third is the relationship between the performance management system and the external environment in which the firm operates.

Nowadays, different strategies are followed by different firms depending on their core competencies and how they apply them in their daily activities, and depending on the goals they strive to achieve. Different strategies have different performance management systems depending on internal and external factors. Some basic strategies that are adapted by the organizations are: cost leadership, in which cost is the basic determinant of performance. Differentiation strategy that focuses on the quality of their product and making sure that it provides their customers with features other products lack. This strategy has high cost as well as high quality; therefore the determinant of performance is the quality of the end-product. The third and last strategy is a hybrid strategy that works towards implementing both strategies in one, delivering high quality with a relative low cost. Some companies tend to get “stuck in the middle” when they fail to achieve an attractive quality with a slightly high cost which is not attractive as well.

A. Definition of Performance Evaluation System

The Performance Evaluation System or what is known as the performance evaluation is a general regular process that takes place at a certain period of time. The aim from the performance evaluation system is to assess the job productivity and performance of employees according to the organizations goal and objectives. In addition to the employee’s job productivity and performance, there are other characteristics that are assessed and taken into consideration in an employee, such as company loyalty, motivation, actions and activities, possibility for upcoming development, weakness and strengths and other factors.

In other words, the performance evaluation system is a technique that evaluates and documents the employee's job performance. Also it helps in developing and boosting the employees' performance. Performance evaluation system is Performance evaluation of the job progress and comprises of regular evaluation of the performance of the employees within a company. The author of the publication "Strategic Performance Management" defines performance evaluation system as "a systematic & holistic process of work, planning, monitoring and measurement aimed at continuously improving the teams and individual employee's contribution to achievement of organizational goals" (Akata, 2003,p47).

This portrays performance evaluation is utilized as a method for building up future objectives, checking workers' advance in light of indicated expected set of responsibilities, and measuring performance, collaboration and accomplishments in light of determined errands that can be connected with authoritative objectives and goals. Moreover, performance evaluation is utilized to formally decide employees' viability and commitment (Ikramullah et al, 2011). Likewise, Fletcher (2001) opined performance evaluation as a method by which associations create competency, enhance employee inspiration and accomplish fair allotment of resources. Fundamentally, performance evaluation accomplishes different purposes from estimation to inspiration and resources portion. As noted by Cleveland, Murphy, &Williams (1989), performance evaluation frameworks can be utilized to persuade workers through compensation, advancements, conservation, and the change of aptitudes, ability and mastery. Also, performance assessment can be said to be a procedure of measuring employees' commitment which ends up being useful, both to the staff and the association everywhere if completed appropriately.

Moreover, Atiomo (2000) concurs with Fajana (1997) that performance evaluation is a technique for evaluating the human resources capacities and aptitudes furthermore to distinguish regions of change (Fajana, 1997; Atiomo, 2000; Obisi 2010). Atiomo (2000) noticed that all together for performance evaluation to be successful there must be clear expected set of responsibilities consequently every individual needs to recognize what his performance evaluation is in the association.

B. Background Information of Performance Evaluation System

Institutionalization of performance evaluation began as far back as the modern insurgency when it was utilized as a method for measuring authoritative effectiveness (Fandray, 2001). Wren (1994) attested that Performance evaluation was incepted when Robert Owen utilized wooden shaded square to gauge the accomplishment of employees working in the cotton Mills in Scotland at the end of work hours. Amid that period, it was used as a disciplinary instrument for rebuffing poor performance (Kennedy & Dresser 2001). This brought about the negative documentation of the evaluation framework which ended up being disdained by both the evaluator and the employee. As affirmed by Robert & Pregitzer (2007) "performance evaluation is a yearly transitional experience in associations that triggers fear and worry in the most experienced, fight solidified administrator". The above quote abridges the degree to which the evaluation procedure is hated by the evaluators. In this manner, associations attempted to refine the techniques connecting it to other managerial matters including reward, advancement, preparing etcetera, contending that employees' accomplishments ought to be measured as well as assessed and oversaw (Kennedy & Dresser 2001). In spite of the recorded point of view, evaluation is both unavoidable and all inclusive. There has been a few investigation and wide reactions of the adequacy and utilization of

performance evaluation inside the hierarchical setting however up to late circumstances the issue is as yet being wrangled among researchers, academicians and experts and NO framework has been fruitful in meeting the wanted objective.

C. Objectives of Performance Evaluation System

The essential point of performance evaluation is to enhance the adequacy of an association by surveying the effect of people utilized in it (Cumming, 1972).

Performance evaluation for the most part assumes two overwhelming parts: judgmental and formative (Cummings & Schwab, 1973; Daley, 2002; Condrey 2010). Despite the fact that, these two classes are frequently observed as conceivably clashing, they both share a definitive objective of improving profitability. As a feature of bigger performance assessment framework, associations direct evaluations to effectively improve worker viability (Denisi & Robert D. Pritchard 2006).

Improvement approaches concentrate on inside individual choices, singular possibilities and enhancing the worker as opposed to his or her present aptitudes and capacities. The approach tends to connect performance with preparing, improvement openings or potential extraneous prizes. Sadly, even in the most target evaluation framework connecting preparing to assessment demonstrated troublesome (Daley, 2002). This approach helps the worker in knowing his capacities and counsel on the best way to investigate his concealed capacities. Completely, the evaluator assumes the part of a direction and guide. Fundamentally, the association needs to decide the advantages it can gather from upgrading the worker's concealed possibilities. Thus it is imperative to consider the topic of improvement for whom?

Judgmental approach centers between-individual choices, seeking after the administration framework or charge and-control model of power (Daley, 2002; Condrey 2010). The part is to quantify performance with the end goal of settling on managerial choices in regards to advancements, rewards, justify pay, discipline and different uses, for example, test approval criteria. The chief assumes the part of a judge and uses his power to settle on choices that will enhance employee performance. Justify pay is engaging most open association as a method for cutting expense and enhancing efficiency notwithstanding, the practice is to some degree distinctive (Lovrich, 1987; Perry, Patrakis, & Miller, 1989; Daley 2002). The reward structure imbedded in the approach despite the fact that it is basic has turned out to be an imperative impediment among open divisions because of resources requirement and bureaucratic methods.

Furthermore, input is extremely basic in the evaluation framework since workers need to know the aftereffect of the assessment. They would like to get reactions on improving their performance from the evaluation procedure. There is additionally the yearning for target evaluation similarly any apparent shameful and subjectivity can eventually demotivate employees this can prompt to potential clash amongst people and associations (Murphy & Cleveland 1995; Daley 2002; Condrey 2010).

There is likewise the craving of improvement and reward both by the associations and the employees. Lamentably, one can't run with the other, subsequently the accomplishment of advancement may ruin reward and the other way around. In the event that people showcase a fabulous performance, they may get reward and pass up a major opportunity for the required preparing that will support their vocations. Antagonistically, keeping in mind the end goal to create worker possibilities, associations' may pass up a major opportunity for remunerating phenomenal

performance which can additionally persuade employees (Longenecker & Nykodym, 1996; Daley 2002).

Merging developmental and judgmental purposes may end up being the best answer for a successful evaluation framework. The boss should be a mentor and additionally a judge (Roberts, 2003). Where there is a sufficient level of worker trust and dedication, target estimation criteria and participatory work constrain state of mind, such a consolidate framework can turn out to be viable (Daley, 2002). In any case, because of the clashing part of the two methodologies, it may not be conceivable to union judgment and improvement in one assessment handle (Daley, 2002; Denisi & Pritchard 2006). Mentally, past research has shown that, the motivation behind evaluation impacts the bosses' choice in the assessment procedure (Murphy & Cleveland, 1995; Bowman, 1999; Daley, 2002). Henceforth, even with the most target evaluation criteria, the reason for which an evaluation is to be led manages the heading of the assessment result.

D. Importance of Performance Evaluation System

Customary employee assessment reminds specialists what their administrators expect in the working environment. They furnish bosses with data to utilize when settling on work choices, for example, advancements, increases in salary, and cutbacks.

In a conventional worker assessment, the director or chief composes and displays the employee's commitments and weaknesses to the worker. The director and employee then talk about changes. A few associations request that the worker compose a self-assessment before the meeting.

Self-assessments are frequently basic to your great performance rating. Directors can't in any way, shape or form know all that you do each day. So an elegantly composed self-assessment with triumphs and complex tasks recorded can illuminate, or remind, your director about the objectives you've achieved and the commitments you've made amid the year.

By composing this up, you can impact your chief's ultimate conclusion about your performance rating. On the off chance that you've gotten adulate from customers, either inner or outside, incorporate them in your self-assessment to tell your director that others value your work. The performance assessment handle in associations is continuous - consistently - as the administrator or chief watches and mentors every worker's performance.

In numerous associations with a formal worker assessment prepare, employees are positioned and evaluated in contrast with different employees. Raises are relegated in light of both the appraisal positioning and the rating - ordinarily 1-5 - that the director doles out to the employee's performance.

E. Techniques of Performance Evaluation System

To gather performance assessment information, there are three primary strategies: target generation, faculty, and judgmental assessment. Judgmental assessments are the most usually utilized with a substantial assortment of assessment strategies. Generally, performance evaluation has been directed yearly (long-cycle evaluations); nonetheless, many organizations are moving towards shorter cycles (at regular intervals, each quarter), and some have been moving into short-cycle (week by week, bi-week after week) performance evaluation. The meeting could work as "giving

criticism to employees, advising and creating workers, and passing on and examining remuneration, work status, or disciplinary choices". Dad is regularly incorporated into performance administration frameworks. Dad helps the subordinate answer two key inquiries: to start with, "What are your desires of me?" second, "How am I doing to live up to your desires?"

Performance management systems are utilized "to oversee and adjust" the greater part of an association's resources with a specific end goal to accomplish most elevated conceivable performance. "How performance is overseen in an association decides to a substantial degree the achievement or disappointment of the association. Accordingly, enhancing performance evaluation for everybody ought to be among the most elevated needs of contemporary associations". A few application of performance evaluation is remuneration, performance change, advancements, end, test approval, and the sky is the limit from there. While there are numerous potential advantages of performance evaluation, there are likewise some potential downsides. For instance, performance evaluation can encourage administration employee correspondence; in any case, performance evaluation may bring about legitimate issues if not executed suitably, the same number of workers has a tendency to be unsatisfied with the performance evaluation procedure. Performance evaluations made in and decided as valuable in the United States are not really ready to be transferable diversely.

Performance appraisal research has principally centered around culminating the evaluation instrument and estimation issues which has prompted to the framework being worked around a focal strategy (Daley, 2000). Essentially, there are two evaluation systems subjective based method which manages recognizable acts and the goal based methodology which characterizes performance as per assignments and targets (Orpen &

Christopher, 1997; Daley 2002). The kind of procedure utilized drives the evaluation procedure and adds to authoritative improvement. In any case, because of the intrinsic issues connected with the subjective strategies as far as absence of correspondence, between rater contrasts, mistakes and powerlessness to satisfactorily disclose to others the strategy of the evaluation, target method is generally favored. Consequently, behaviorally secured rating scales (BARS) and administration by target (MBO) methodologies are regularly utilized as a part of place of subjective expositions, realistic rating scales, constrained decision agenda and constrained dissemination interpersonal correlation (Daley, 1997 & 2002).

Behaviorally Anchored Rating Scales: Behaviorally secured rating scales are a modernized or broadened form of the subjective realistic scale. They are a clear endeavor to change the realistic rating scale into a target evaluation as far as level of performance and performance goals. At the end of the day, they are restorative measures for a hefty portion of the subjective worries that cloud the legitimacy and impede the utilization of realistic rating scales (Daley 2002; Condrey, 2010).

Despite the fact that BARS have gotten much consideration in the private segment, they are additionally significant to administrative settings since it is process-arranged as opposed to come about situated. This is maybe significantly a larger number of attributes of open segment than private associations. Collaboration and states of divided power which will probably happen in government offices are variables that intrinsic in the BARS way to deal with performance evaluation.

This method determines unmistakable process able, quantifiable and detectable occupation conduct on a range and the employee is evaluated on the premise of his/her

conduct along the continuum. The scales join components of basic occurrence and realistic rating approach. In tying down practices with particular cases BARS has two primary choices to browse behaviorally expected scales (BES) which speaks to administrations careful decision regarding what should be possible and the behaviorally watched scales (BOS) which stays its practices solidly in the truth (Latham & Wexley, 1994; Daley 2002; Condrey 2010).

Moreover, the BARS speak to a passive application of participatory initiative where workers are consolidated in basic leadership prepare. For the way to deal with work it must be joined by bureaucratic resistance and auxiliary settlement. Bureaucratic resistance forestalls normal gauges' techniques and control prepares which can obstruct change and achievement. Auxiliary settlement utilizes a high level of self-rule as far as basic leadership and resources designation (Thompson, Hochwarter, & Mathys, 1997; Daley, 2002; Condrey, 2010).

Management by Objective Appraisal system: The administration by target approach started as a procedure whereby supervisors can change their vital arrangements into implementable activity (Daley, 1992; 2002). In this approach, cooperation is focal; objectives and goals are worked out in view of common comprehension. This improves collaboration and relationship working among the administrators and the worker. What's more, there is steady correspondence between the members, earlier notice is given before booking the assessment procedure and toward the end of the procedure "performance audit or rating" is examined and broke down.

The MBO is an outcome situated and target approach which frequently decentralizes energy to lower-level leaders and tailors every individual's performance

with occupation duties. Employee interest in business related basic leadership gives him/her a feeling of having a place which builds performance and profitability. Moreover, MBO is a method for setting priority and resources designation for accomplishing them. In any case, people in general area regularly work in vagueness because of the political environment that overwhelms it. This can possibly undermine the usage of MBO in that division. Subsequently, associations turn to utilizing the BARS organize for those positions that include various officeholders.

F. Strategies of Performance Evaluation System

1. Ranking Method

The ranking system requires the rater to rank his subordinates on general performance. This comprises in essentially putting a man in a rank request. Under this technique, the positioning of an employee in a work gathering is done against that of another worker. The relative position of every worker is tried as far as his numerical rank. It might likewise be finished by positioning a man on his occupation performance against another individual from the focused gathering. The advantages of Ranking Method are that employees are classified based on their performance levels which is easier to classify the best and the worst employee. As for its disadvantages, the "entire man" is contrasted and another "entire man" in this technique. By and by, it is extremely hard to look at people having different individual attributes. This technique talk just of the position where an employee stands in his gathering. It doesn't test anything about how much better or how much more regrettable a worker is when contrasted with another employee. At the point when an extensive number of employees are working, positioning of people turn into a troublesome issue. There is no methodical system for

positioning people in the association. The positioning framework does not dispense with the likelihood of snap judgments.

2. Forced Distribution Method

This is a positioning method where raters are required to designate a specific rate of rates to specific classes (eg: unrivaled, better than expected, normal) or percentiles (eg: best 10 percent, base 20 percent and so on). Both the quantity of classifications and rate of employees to be dispensed to every class are a component of performance evaluation outline and organization. The specialists of remarkable legitimacy might be put at main 10 percent of the scale; the rest might be put as 20 % great, 40 % extraordinary, 20 % reasonable and 10 % reasonable. The advantages of Forced Distribution are that this technique tends to remove raters bias by driving the distribution as indicated by pre-decided rates, the issue of making utilization of various raters with various scales is kept away from. As for the disadvantages of the Forced Distribution in any case, is that it might lead low spirit, low efficiency and high non-appearance. Employees who feel that they are gainful, yet wind up in lower grade (than expected) feel baffled and show over a timeframe hesitance to work.

3. Critical Incident Techniques

Under this strategy, the supervisor gets ready arrangements of explanations of extremely powerful and ineffectual conduct of an employee. These basic occurrences or occasions speak to the remarkable or poor conduct of employees or the occupation. The administrator keeps up logs of every employee, whereby he occasionally records basic occurrences of the laborers conduct. Toward the end of the rating time frame, these recorded basic episodes are utilized as a part of the assessment of the specialist's performance. Case of a decent basic episode of a Customer Relations Officer is: March

12 - The Officer calmly took care of a client's protestation. He was extremely considerate and prompts in going to the clients' issue. The upsides of Critical Incident strategies are that it gives a target premise to leading an exhaustive discourse of a worker's performance and evades recent predisposition (latest occurrences are a lot of accentuated). With respect to its weaknesses, negative occurrences might be more discernible than positive episodes, the directors tend to empty a progression of dissensions about the episodes amid a yearly performance audit sessions and it brings about close supervision which may not be enjoyed by a worker.

G. Factors Affecting the Performance Evaluation System

1. Performance

Performance of an employee as a matter of course influences his evaluation. Each association would need to improve benefits. In the event that specific workers perform over their gauge to organization accomplish better outcomes, the association would value their endeavors by giving them bring up in their pay. It is a rousing component also for workers who keep on contributing productively to the association.

2. Attendance

An extremely fundamental piece of business is to be available at the workstation and other group and organization exercises. Taking a day away from work every so often is alright, however visit truancy will doubtlessly overload your evaluations. Workers who have lesser non-attendance and are dependable can expect great evaluations.

3. Being spurred

An administrator would love to see his employees work with fervor and vitality. Employees who get the chance to work with inspiration, take activities and show

enthusiasm to perform especially are very looked upon. Positive employees are held, regarded and compensated by the association.

4. Team work

Organizations like cooperative people. Workers who gel well with the group and help the group enhance will most likely be perceived and the endeavors will be regarded. This would be one reason why workers with still performance will figure out how to get a more beneficial bring up in their evaluations. Employees who spread cynicism among the group may need to confront an extreme time amid their evaluations.

5. Service to the customers

Employees who manage clients of the association ought to ensure that they satisfy the required complainants. This is basic as 'employee customer relations' will be in charge of conveying income to the association. Workers who benefit a vocation here will get a reward.

6. Product knowledge

Employees ought to know in and out about the item or administration that they manage. Item learning or process information is a trait by which the employee is measured. Constrained learning about the item or administration confines client encounter, furthermore it is hard to persuade the clients about the advantages of the item/benefit. This thus demonstrates your wastefulness which prompts to poor evaluation.

H. Developing Performance Measures

Developing performance measures includes four essential steps: Understanding the objectives, designing measures, defining measures and implementing those measures.

1. Understanding objectives

Objectives are an expression of the company's future desires and what it wants to achieve within a time frame. They represent a challenge faced by the organization and the company's respective response. Objectives can exist on an organizational level or they could be broken down on every business unit in the firm. One of the challenges faced by the organization is to develop strategic objective on an organizational level that cut across numerous departments. Objectives have certain characteristics that the company should take into consideration when developing them. For example, objectives should be specific and quantifiable they should be realistic and achievable and most importantly they have to be acceptable to those who must execute. The best approach for coming up with the objectives is to work down from the highest strategic level that includes the company's mission, vision and goals. When the transition happens from the highest strategic level to the lower one where the execution happens then measuring consistency between the abilities and the goals is possible (Sharma, 2016). Reaching the lowest strategic level helps determining the critical success factors for every business unit. Success factors validate the importance of the objectives relative to every department and highlight what matters in every business unit.

2. Executing the Job Analysis Procedure

It is a family of procedures to identify the content of a job in terms of activities involved and attributes or job requirements needed to perform the activities. Job

analysis provides information to organizations which helps to determine which employees are best fit for specific jobs. Through job analysis, the analyst needs to understand what the important tasks of the job are, how they are carried out, and the necessary human qualities needed to complete the job successfully

3. Defining measures

The organization has to set the requisite detail behind every measure in order to compute and gather precise measurements. In other words, this step is how an organization operationalizes its measures. These measurements that were already developed are useless unless they have operational details underlying them that make them practical. There are many details underlying each measure that fall under six main categories: defining the measure with a detailed description, the unit of measure in order to limit mathematical errors, data requirements that stipulate the exact data origins that encompass the measurement, the source of the data indicates where to find the data, frequency displays the time frame in whether the measurement is to be calculated and presented to the management and the owner of the measurement should identify specific individuals or groups to present the measurement and calculations within the time frame

4. Designing measures

Measurements are critical for assessing whether every department is meeting their respective objectives. The easiest way to move from an objective to a measurement is by giving the objective a quantifiable nature. For example, if one of the human resources objectives is reducing the employee turnover by 20%, when measuring the objective and assessing performance, this criterion could be calculated and the objective and goals can be compared on a one-to-one basis relationship. In this case the measurement is the total percentage turnover rate in the company's workforce. Other

measurement could be the percentage error rate from processing or moving down the value chain. Therefore, measurements should be eloquent and undoubtedly relevant to their objectives. Other criteria could be: Valuable; measuring what's important, balanced; including several types of measures across the organization, practical; affordable and easy to retrieve (Sharma, 2016). When selecting the measures, one should put all the possible options and assess them according to the relevant criteria. Giving a score to every measure according to the criteria helps ultimately with choosing the relevant criteria to finally come up with the critical success factors.

5. Implementing and evolving measures

When all the prior steps have been accomplished, measurements' results can be collected and reported to the management in order to come up with action plans (Tan, 2005). Based upon the usefulness of the prior measurements the team can re-assess and redesign those measurements in order to achieve higher levels of efficacy. The team goes back to, first, the reporting team by ensuring that the right people are collecting the right data and turning them into relevant measurements. Second, making decisions, based on the results the management can re-allocate their resources from one activity to another activity that gives higher return. Finally, evolving measures, going back to scores given to the measures based on their criteria could change if the measurements were inconsistent with their respective scores. This way, other measurement could be picked to ensure a higher level of precision.

6. Key Performance Indicators

Many companies that understand the type of the contemporary competition have implemented different tools to assess their performance in order to stay in business and achieve higher market share. Demand worldwide is increasing, but this is not the

only fact businesses face, other than that is the worldwide financial crisis. Due to these facts, companies should measure their performance and achieve the highest level of performance possible (Huselid, 1995). Organizations used to measure their performance in terms of financial drivers only (whether the company is making profit or not, if there's an increase in the overall assets or sales, etc...) However, contemporary researches proved that financial drivers and figures are not the only indicators of performance. Key performance indicators (KPI) are measurable values that evaluate the ability of achieving every key objective and of course maintain a high level of performance. Organizations use KPIs to estimate their achievement in reaching their goals. Choosing the proper indicators depend on the industry the company is operating in and they differ from a department to another. Businesses track their KPIs using live software that computes them automatically whenever a figure is introduced. This way the organization can keep track of those indicators on a daily basis and make sure they are on the right track of achieving their objectives.

I. Definition of KPI

A Key Performance Indicator is a quantifiable esteem that shows how adequately an organization is accomplishing key business targets and goals. Companies tend to follow the KPIs at numerous levels to assess their accomplishment at achieving targets. A high state of KPIs may concentrate on the general performance of the company; however, low-level KPIs may concentrate on procedures in divisions, for example, marketing, sales or a call center.

J. Measuring and Monitoring KPIs

Measuring and monitoring KPIs is crucial for the success of the business. However, focusing on indicators that have nothing to do with the business or indicators

that don't reflect the company's performance can be detrimental. Since some KPIs are difficult and costly to obtain, investing time and money on them will have a positive return to the company. Gabcanova (2012) identified several specific best practices when using KPIs:

1. Aligned: Before choosing the KPIs the company sets its strategy and its objectives. Based on that the KPIs should be aligned with the company's strategy and reflect the objectives of every department and the objectives on an organizational level.
2. Attainable: The chosen indicators should be easily found since investing too much time on attaining KPIs would be counter-productive.
3. Acute: All the chosen KPIs should be moving in the same direction and keeping everyone on the same page. This also depends on the objectives' consistency. Having contradictory objectives will lead to contradicting KPIs. Therefore, choosing the proper objectives is a very critical matter.
4. Accurate: The values flowing from the indicators should be accurate and reliable. Instead of wasting time on values that could be false the management should invest time in choosing accurate indicators instead of wasting time in working on the wrong indicators.
5. Actionable: The indicators should give the management an insight on the business performance and by studying the numbers they should be giving insight on how to take the proper action in order to attain the proper figures.
6. Alive: The external environment nowadays is a highly dynamic environment where opportunities, weaknesses, threats and strengths are changing frequently. Therefore, the chosen Key Performance Indicators

should be evolving with time and reflecting the external environment accurately with respect to the changes occurring (Gabcanova, 2012).

Another framework defined by Hursman (2010) had five criteria following the word SMART: Specific, Measurable, Attainable, Relevant and Time Bound. If we are to compare the latter criteria with the SMART framework we find many similarities and complementarities. What matters now is the strength of the workforce in choosing, collecting and analyzing these KPIs to finally reach decisions that ensure the best of the company.

K. KPIs in the Printing Field

In the printing industry, Key Performance Indicators could be divided into three categories: the quantity, quality, and efficiency (Pan, 2012). The quantity of the printing jobs, their quality that depends on the paper and ink used, and the efficiency of the machines are the three major concerns of the company's existing in the printing industry.

The printing business has three major services: advisory, scheme research, and technical services. Advisory is split into two steps: customer advisory and communication. Customer advisory could be done online or by hotline. And communication is defined by professional employees going to every potential customer or already existing customers to understand their needs. This service, advisory, is highly dependent on how much efficient the employees are and how well the quality of their service is. The efficiency of the employee (a KPI) could be measured relative to a benchmark set by the company after doing massive research. So, if the management benchmarks that a salesperson is to visit five stores per day, we compare the actual

performance of the employee in comparison with the benchmark. Based on this KPI we can specify whether the salesperson is meeting the expectations of the company (Pan, 2012). On an organizational level, to reach a satisfying number of serviced customers the management has to make sure that each and every salesman is reaching or exceeding his benchmark. A benchmark could differ from an employee to another based on their competencies and experience.

Scheme research is split into signing contracts, graphic design, customer modifications, and final design. What links these services is the quality of the service, thus quality is the key performance indicator in this case. Measuring quality is a critical activity since quality can be perceived differently from a customer to another. However some benchmarks are set that a printing company should meet to ensure that is delivering the required quality. Those benchmarks could be the life of the printers or printed jobs, the ink used and every other material used in the process.

Technical services are what give the printing company its image because these services are the essential services in the printing industry. Here, the quantity and efficiency are both key performance indicators. The higher the quantity of printed jobs is the higher is the return (making sure that every printed job should be sold which is salesperson's job). In order to print as much as possible, the company has to make sure that it is efficient in terms of time and material. Quality also is an important factor that should be taken into consideration when the company faces high demand. Delivering high quantities doesn't mean that the management starts ignoring quality. Therefore, in the technical services all the Key Performance Indicators should be implemented and observed. This also proves that fact that these KPIs have to be acute and consistent from a service to another or a department to another.

L. Factors to Assess KPIs

There are several factors that help in assessing the key performance indicators.

These factors are:

1. Financial Metrics

a. Profit

This goes without saying, but it is still important to note, as this is one of the most important performance indicators out there. Don't forget to analyze both gross and net profit margin to better understand how successful your organization is at generating a high return.

b. Cost

Measure cost effectiveness and find the best ways to reduce and manage your costs.

c. LOB Revenue vs. Focus on

This is a correlation between your real income and your anticipated income. Outlining and dissecting the disparities between these two numbers will help you distinguish how your area of expertise is performing.

d. Cost of Goods Sold

By counting all generation costs for the item your organization is offering, you can show signs of improvement thought of both what your item markup ought to look like and what your real overall revenue is. This is entering in deciding how to beat your opposition.

e. Day Sales Outstanding (DSO)

Take your records receivable and partition them by the quantity of aggregate credit deals. Take that number and increase it by the quantity of days in the time period you are inspecting. Congrats—you've quite recently thought of your DSO number! The lower the number, the better your association is doing at gathering debt claims. Run this equation consistently, quarter, or year to perceive how you are progressing.

f. Sales by Region

Through breaking down which districts are meeting deals goals, you can give better criticism to locales that are failing to meet expectations.

g. LOB Expenses vs. Financial plan

Compare your real overhead with your determined spending plan. Understanding where you strayed from your arrangement can help you make a more compelling department spending plan later on.

2. *Customer Metrics*

a. Customer Lifetime Value (CLV)

Minimizing cost isn't the main (or the best) approach to enhance your client securing. CLV helps you take a gander at the esteem your association is getting from a long haul client relationship. Utilize this performance pointer to contract down which channel helps you pick up the best clients at the best cost.

b. Customer Acquisition Cost (CAC)

Divide your aggregate procurement costs by the quantity of new clients in the time allotment you're analyzing. Voila! You have discovered your CAC. This is viewed

as a standout amongst the most vital measurements in web based business since it can help you assess how practical you're promoting effort have been.

c. Customer Satisfaction & Retention

At first glance, this is basic: fulfill the client and they will keep on being your client. Many firms contend, be that as it may, this is more for shareholder esteem than it is for the clients themselves. You can utilize different performance markers to gauge CSR, including consumer loyalty scores and rate of clients rehashing a buy.

d. Net Promoter Score (NPS)

Discovering your NPS is one of the most ideal approaches to show long haul organization development. To decide your NPS score, convey quarterly reviews to your clients to perceive how likely it is that they'll prescribe your association to somebody they know. Build up a pattern with your first overview and set up measures that will help those numbers develop quarter to quarter.

e. Number of Customers

Like benefit, this performance pointer is genuinely direct. By deciding the quantity of clients you've picked up and lost, you can additionally comprehend regardless of whether you are addressing your clients' needs.

3. *Process Metrics*

a. Customer Support Tickets

- Analysis of the number of new sales, the number of settled tickets, and determination time will turn into the best client benefit office in your industry.

b. Percentage of Product Defects

Take the number of faulty units and gap it by the aggregate number of units delivered in the time allotment you're inspecting. This will give you the rate of deficient items. Unmistakably, the lower you can get this number, the better.

c. LOB Efficiency Measure

Effectiveness can be measured contrastingly in each industry. You can quantify your association's productivity by breaking down what number of units you have delivered each hour, and what rate of time your plant was up and running.

4. *People Metrics*

a. Employee Turnover Rate

- This rate is calculated by dividing the number of employees who left the firm by the average number of employees. If the ETR is high, then examine and study the culture and environment of the workplace and recruitment packages.

b. Percentage of Response to Open Positions

When there's a high rate of talented and qualified applicants applying for the vacant positions, a good job is done by increasing the exposure to the accurate job seekers. This also will result in an increase in the number of interviewees.

c. Employee Satisfaction

Satisfied workers are going to do their best at work and work harder. Evaluating the employee's satisfaction using questionnaires and other types of metrics is important to the department and company as a whole.

CHAPTER III

EMPIRICAL STUDY: THE CASE OF 53 DOTS PRINTING HOUSE

In recent years, the number of European printing establishments has continued to decline and employment levels have similarly fallen back. However, while some larger printing concerns have gone out of business, others have managed to adjust their offer to ensure that they are able to meet a more varied set of demands from their customer base.

Increasingly, customers are demanding faster turnaround times, shorter runs and more targeted printing with versioning and full variable content. Some print companies have adjusted to take advantage of this new reality. Although the pace of these changes can be overstressed, feedback confirms that printers are investing more time in ensuring that they are making the best use of their resources. Lean manufacturing techniques are widely adopted to optimize productivity, while workflow and MIS help keep the presses busy through a mix of long and short run work.

A. A move towards shorter runs and JIT (just in time) printing

There has been a general shift towards shorter runs and JIT printing, meaning that the amount of print being produced is coming more in line with the actual amount that is required, reducing manufacturing waste and redundant copies across the supply chain. As well as revolutionizing point of sale advertising, digital print has meant that, in many areas, print has become a more efficient process. In some instances, this has allowed printers to command the same price for a print run that is slightly shorter.

Further moves towards shorter runs are likely, although there are barriers to overcome when it comes to changing perceptions about the role of print in areas like cross media advertising. Printed advertising is still treated by some as a commodity item, but there are increasing numbers of print buyers at brands who are looking to printers to take a greater strategic role in cross media campaigns.

B. Downward trend of graphic print

The decline of graphic print (i.e. not packaging) has continued despite something of a pickup in the European economy in the second half of 2013. This confirms the view that the decline in graphic print is not a function of adverse economic conditions, but is related instead to broader changes in how information is delivered. As different products have different prospects, it is unlikely that the trend away from print into digital alternatives as part of the overall communication mix will ease up significantly. Whether it is transactional, entertainment, education, information or promotion, digital media will continue to make gains at the expense of print.

C. Changes in the information landscape

Adjustments in the communication market have had a massive impact upon graphic print demand and products over the past five to ten years. Predictions of the 'paperless office' late in the last century took time to have an impact, and there was perhaps a sense early on that the effects of computerization would not be as significant as initially believed. However, forms and checks have been among the first to witness major falloffs in demand.

The book publishing industry has been more successful in adapting to digital media with the adoption of e-readers, but here too digital communications have had an impact, with online information sources leading to lower demand for technical and

educational books, and the broader range of media options leading to book readership levels declining in most countries, particularly in lower age groups. Fall in book demand is also due to supply chain optimization and reduction of unsold copies. Across other areas, directories have become slimmer and slimmer or disappeared altogether as people have opted to get this kind of information online

There are bright spots, however, even in analogue printing where operations such as Flyer Alarm have adopted sophisticated workflows, linking online ordering with slick automated imposition to increase the efficiency of sheet-fed commercial printing by grouping jobs and finishing to share set-up time and costs.

In some cases, the shift to digital has led companies to examine whether they can make inroads into packaging. The shift from printed piece to digital has led all kinds of equipment suppliers to see if they can gain a foothold into packaging. While digital itself currently only holds a small share of package printing if we exclude areas like labels and corrugated display materials, there is no doubt that major players in digital equipment look upon packaging as an area to exploit in the medium and long term.

In only a few years many innovative companies have built impressive businesses combining the instant gratification of online with the physical printed world. Some have even discovered unique ways to harness the fleeting concept of social media in print form. Now, print companies ranging in size from your favorite local copy shop to the multi-national packaging manufacturer, are quickly moving online. They are doing so at an increasing pace to keep up with their customers' 24/7 expectations and to take advantage of the extended reach the Internet brings.

Over the next five years, however, growth in printing output will be restricted to packaging and labels as a whole, as well as shorter run printing jobs delivered using digital electro photography or inkjet. Traditional graphic print will remain under pressure as print volumes generally decline, and this will lead to further consolidation within the industry as traditional business models pursued by smaller printing operations come under threat. There are however, opportunities for traditional printers to broaden into new areas.

In the last decade, while the digital marketing space has gotten noisier and considerably less effective, print has enjoyed a renaissance of increased conversion rates and marketing return on investment. Customers actually appreciate getting a nice postcard, well-designed catalog, or personal thank you note in the mail today

D. About 53Dots Printing House

53dots printing house, a family owned business founded since 1953, specialized in offset printing of high end books, magazines, commercials, and catalogs was aware of the high competition, change of demands, and evasion of the digital world to the printing field. For that reason, they implemented a new line couple of years ago focused on primary and secondary food packaging. For this line to work, the company invested in all available resources needed: they bought new machinery specialized in die cutting and folding, they invested in human resources whom are specialized in field and set them on a well-structured training and orientation plan, and they conducted several certification programs to meet the food safety standards such as ISO: 22, 000 certification for food safety, SMETA 4 pillars social audit, and recently applying for YUM and BRC.

During the latest SWOT analysis conducted at 53 Dots, it became evident that there is a big challenge in the Marketing, Business Development and Sales functions. Changes in the industry landscape have forced printers to adopt proactive marketing (mainly market intelligence, competition and industry analysis), business development and sales efforts. Companies who have failed to adopt this approach suffer diminishing revenue growth and are not able to gauge the shifting customer preferences and adapt their customer value proposition and value chain accordingly. Printers who will survive are those who will adopt a performance driven culture centered on incentivizing and retaining top talent, establishing a performance management system and creating effective operations.

By 2019, 53dots will be a growing and profitable business and the partner of choice for organizations seeking consistent and high quality commercial offset and digital printing as well as packaging in targeted territories. Based on the above-mentioned vision, market and industry challenges and forecasts, 53 Dots will adopt an aggressive strategy built on the following strategic themes: The company will adapt a new way of doing business in line with a shift toward shorter and a larger volume of print jobs, backed up by investment in web-to-print and other similar business support systems.

- The company will modify its customer value proposition to reflect customer demands of comprehensive turn-key printing services.

We will accomplish this by shifting from the industry's traditional production-centered business model to one that is more customers focused.

- The improvements in digital technologies, increases targeting and personalization that have reduced run lengths , and expansion of the typical business model.
- Increase average spends per customer.
- The integration of mobile will be critical to the overall media mix

53Dots premises is located in Bshamoun industrial zone, Lebanon, it's a 15,000 sqm compound that consists of an administrative and an operational section, warehouses, and a parking area. The operational section contains newest facility in terms of printing, folding, and packaging machines. The company implements high standards of environmental friendly policies such as renewable energy and paper recycling. It provides necessary resources for the establishment, management and maintenance of the infrastructure needed to implement the requirements in accordance with international standard. The monthly production is an average of 15,000,000 sheets of 70*100/ month, and the peak production seasons are summer and fall starting from July till December of every year.

With the growth in customized communication and shorter runs, streamlining workforce is critical to the overall print operation. Automated workflow solutions are no longer a luxury. The printing houses with the best and most innovative solutions will succeed. To achieve all strategies an organization should instill a healthy performance driven culture revolving around

1. Incentivized staff determined in constantly updates and aggressively market and sell and organization's offering. This includes fair salary scale, commission and bonus scheme, allowances and career succession plans.

2. Trained and up to date technically competent staff
3. Establishing and implementing a comprehensive performance measurement and management system able to gauge the performance along strategic objectives on the other hand it will enable management to shift the performance and focus on its talent to meet the ever changing customer's demand and company's strategic priority. This will enable an organization to retain and incentivize only high performers. This system will drastically improve the efficiency and effectiveness of talents which represents the highest share of a printer's cost structure

53 dots employees are their greatest assets, they employ a total number of one hundred seventy employees, distributes in the following divisions:

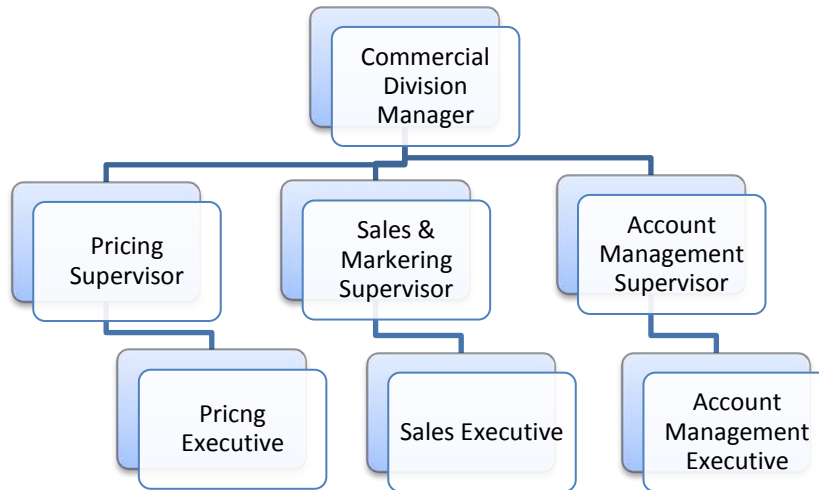
- I. Commercial Division:
 - a. Pricing Department
 - b. Sales & Marketing Department
 - c. Account Management Department
- II. Human Resources & Administrative Division:
 - a. Human Resources Department
 - b. Receptionist & Dispatch Department
 - c. Quality Department
- III. Financial Division:
 - a. Accounting Department
 - b. IT Department
 - c. Purchasing Department
- IV. Operations, Planning, and Control Division:

- a. Prepress Department
- b. Printing Department
- c. Finishing Department
- d. Maintenance Department

The administrative employees are around forty employees distributed in the Commercial Division, Human Resource and Administrative Division, and Financial Division as well. The other one hundred thirty employees are positioned in the Operations, Planning and Control Division; they are a group of skilled, technical people in several fields including: Printing, Folding, Manual Stitching, Lamination, Die Cutting, Shrinking, Wrapping, Packing, and Maintenance.

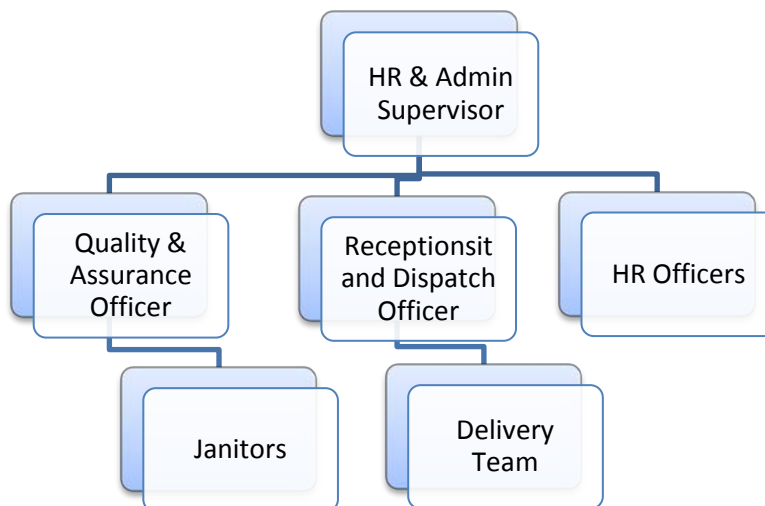
The company's Human Resource department was structured two years ago, today it is considered as a strategic partner and is working significantly on all Human Resource practices that are beneficial for the company and the employees as well. The department consists of three employees, two HR Officers and an HR Supervisor heading the department. The HR department is recently adopting a performance driven culture centered on incentivizing and retaining top talents through establishing and implementing a comprehensive performance management system that is able to gauge the performance along strategic objectives on one hand and top talent performance on the other hand. This will enable the company to incentivize and retain high performers

Figure 1: The Commercial Division



The commercial division is responsible to make contacts with customers and create demand for company's products and services. It is in charge of managing the organization's referral partner and prepares estimates in conjunction with the sales personnel, account management executive and senior management.

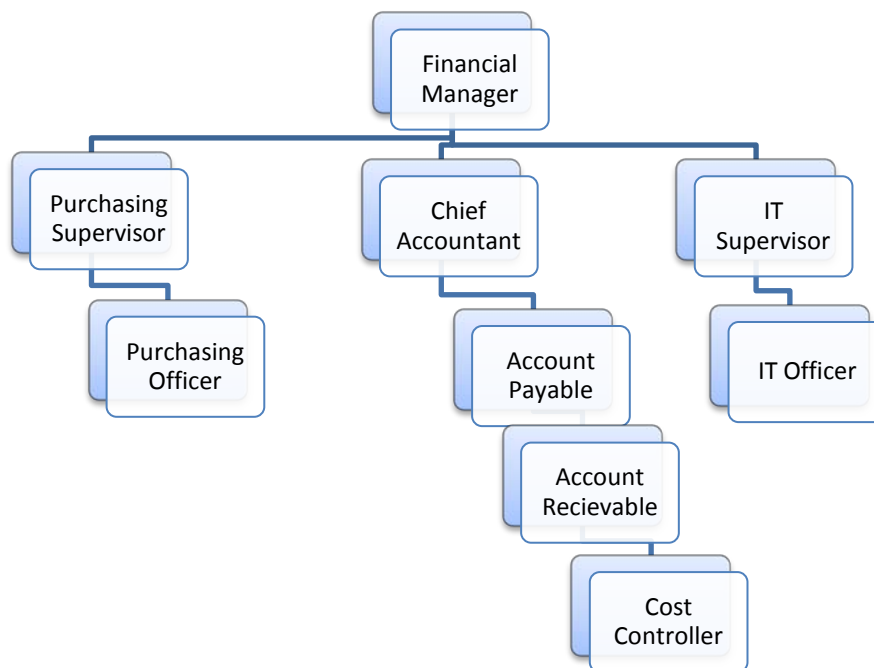
Figure 2: The Human Resources and Admin Division



The HR and Admin Division is responsible to provide support to executive staff and help them share their managerial work and take the perfect decisions in business. This division is in charge as well for executing the human resources recruitment and career development strategies, programs, and solutions that are designed to enable the Company to successfully meet its business goals.

It prepares a systematic quality and safety control program that will generate detailed, quantifiable, performance statistics on the personnel, materials, equipment and processes in operation. It is a well responsible for ensuring abundance by quality standards and controls to obtain better quality and greater productivity by measuring and controlling all aspects of production.

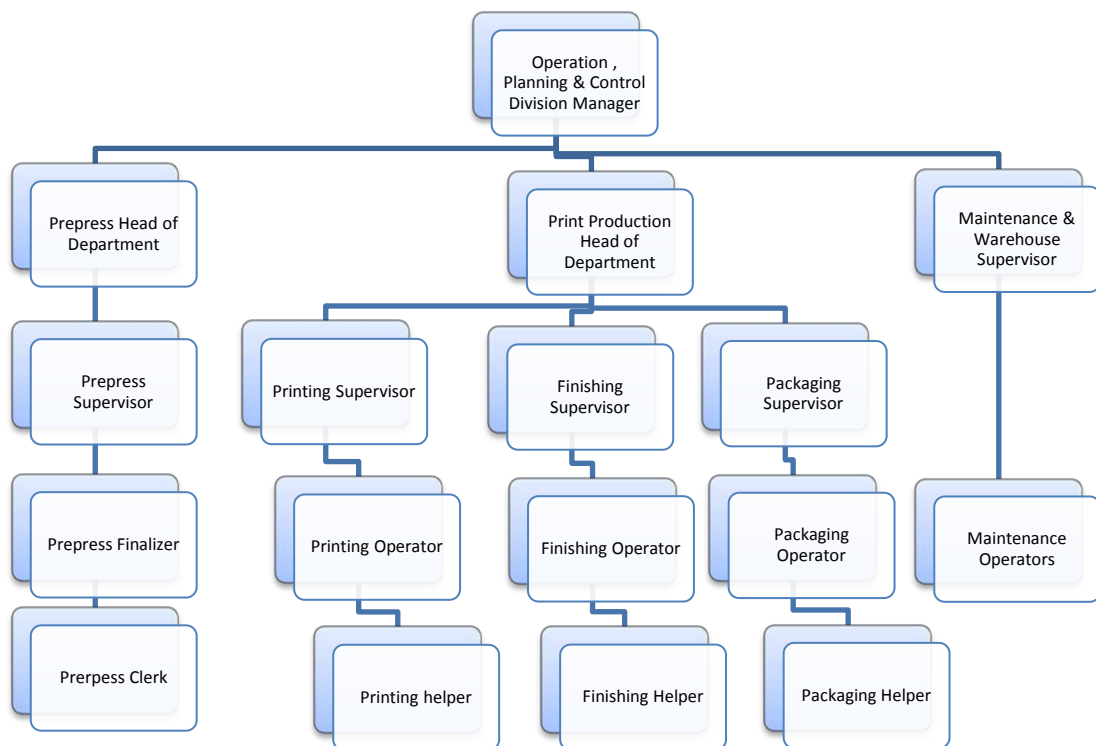
Figure 3: The Financial Division



The Financial division is responsible for the day-to-day management of the Financial, Accounting, Information Systems and Procurement affairs of the Company

in-line with the Company's corporate strategy, its vision, and GM's directives. It is liable for the direction of the Information Technology Department, ensuring proper Information Systems operation, controls, and maintenance of Company's software and hardware, in addition to scheduling Information Systems resources to meet the Company's business.

Figure 4: The Operations, Planning & Control Division:



The Operations, planning and control division is responsible to achieve the performance targets set by the Company by maintaining the right quantity and quality of printed work at the right time at minimum cost. It is in charge of managing 53 Dots operations areas including: Prepress, Press, Production, Finishing, Maintenance and Warehouse. It manages and monitors the day-to-day operations including formulating and overseeing the implementation of policies and procedures, managing daily

operations, planning the use of materials and resources, hiring, safety, security, maintenance, and repairs.

E. Scope of the Study

1. Research Objective

Printers nowadays are facing big challenges in the Marketing, Business development and sales function. Changes in the industry landscape have forced printers to adapt to market intelligence, competition, and industry analysis. Printers who have failed to settle in with this suffer diminishing.

Printers who will survive are those who will familiarize themselves with a performance driven culture centered on incentivizing and retaining top talents, establishing performance management system, and creating efficient and effective communication.

The purpose of this study is to explore the current performance management system within 53Dots printing house across all departments in order to improve the overall organizational performance by keeping departmental goal aligned with the overall strategy. The study will describe the performance evaluation process as per the policies and procedures of the printing house; it intends to verify if the performance management system applied is aligned with the written policies and procedures. The study will analyze the Performance Appraisal, all its sections and all the tools used in order to select appropriate measurements and control methods to come up with recommendations for improvement in the system.

Moreover, the study will focus on the “Printing Department” given that this department is a major one and its operations are focal among the whole printing house.

For this department to adapt to the massive changes in the printing field and in order to avoid expected loss that might result from any gaps or weaknesses in the related performance management system. The study will choose the proper performance indicators (leading and lagging) related to the printing field that would best fit to improve performance.

2. Methodology and Sample Selection

a. Literature Review

An intensive literature review of the current performance management system at 53Dots printing house is conducted. Its purpose is to define the current policies, procedures, and management and measurement practices of the system, in order to identify gaps and to identify the elements that can be changed, enhanced, or added to attain a better performance management system.

b. Semi Structured Interviews

Additionally, a qualitative data collection method was involved through conducting ten semi-structured interviews with key individuals carrying out supervisory and non-supervisory position involved in the Printing process. The sample of interviewees targeted in this study constitutes of key individuals whom are experts in the printing process, they have very clear overview of the whole operations running on the printing line, and they are subject matter experts. It includes personnel from IT, Quality, Production, Prepress, Printing, Sales, Accounting and HR.

Those interviews provide in depth analysis of the current system, the pros and cons, and they serve as a top key tool to assess the expectations of those key individuals from the current system. They also provide feedback regarding the current performance

appraisal share their suggestions for improvement. They ensure as well a high participant rate.

All the interviews were conducted at 53Dots offices and the participants were reached via email. The email explains the objective of this study. If some participants on the printing line have no emails, a clear letter was issued to them demonstrating all information about the study. A formal appointment was scheduled via mail. The language of communication was mainly in English, and Arabic translation of the interview protocol was used, depending on the English literacy of specific personnel.

3. The Procedure

a. The Performance Evaluation System at 53Dots

53Dot's Performance Evaluation System offers a consistent approach and an operating philosophy for providing feedback and assessment on employee's performance through annual evaluation. The Performance Appraisal is a major part of the whole system, it is designed to promote and document assessment based on the major tasks mentioned in the Job description. It endorses a high level of employee's engagement through consistent feedback given to employees on their performance and how to improve in the future by setting new expectations.

This assessment is an ongoing procedure that results in a year end review. The job description is reviewed and updated prior to the evaluation to reflect the requirements and goals of the position and department. This change or modification is acknowledged to the employee as well.

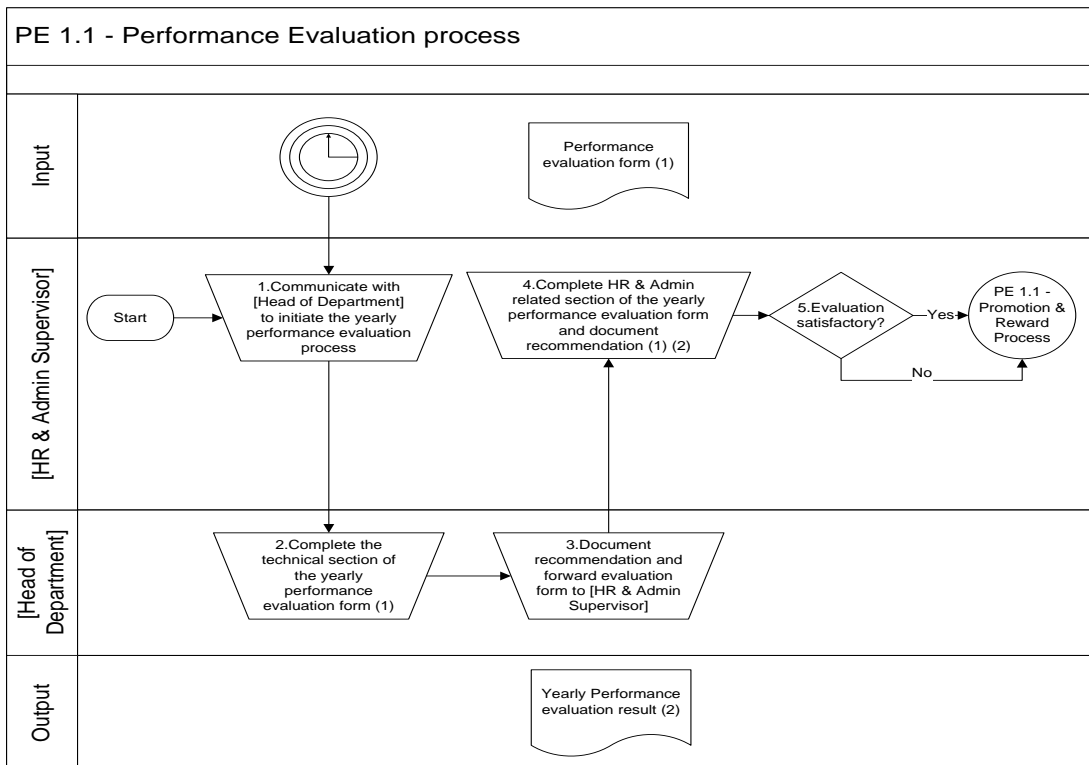
The performance evaluation system is designed to be more administrative to a certain extent. The developmental part is not mentioned nor implemented. As we review the policies and procedures, it concentrates on making administrative decisions on how to promote, reward, and train rather than learning the reasons behind poor or good performance and what are the possible ways to improve performance.

The current Performance Management Policies and Procedures at 53Dots are set as follow:

1. It is the responsibility of the Human Resources Department to initiate the yearly plan; in addition they are responsible to document the yearly performance assessment in employee's records and take the appropriate actions based on the outcomes of the Performance Evaluation.
2. The responsibility of completion of the Performance Appraisal lies on the direct supervisor, head of department, and HR Supervisor, where the direct supervisors fill the assessment by rating their subordinates based on the tasks mentioned in their job description. Then, they sign and forward the appraisal template to the HR Department. The HR Supervisor, in turn, is responsible to complete the related section in core values. The HR Supervisor returns the form to the Head of Department for final revision and approval.
3. The employee's direct supervisor sits with the employee to discuss the Appraisal, the employee may address questions or concerns about the content of the evaluation with the appropriate supervisor.

4. The employee's signature indicates that the employee has acknowledged and received the evaluation, but does not necessarily indicate the employee's agreement with its content.
5. The employee has the right to follow a Grievance Procedure if the issue is not resolved with his/her supervisor.
6. If the employee's performance is below expectations, a performance improvement plan shall be completed. The Head of Department shall meet with the employee on quarterly bases to provide regular feedback and coaching.
7. If the employee's performance meets or is above expectations, a promotion or reward is issued.

Figure 5: The Performance Evaluation Process



F. Research Finding and Results

1. Literature Review Results

Performance management is considered synonymous without a performance review or evaluation form. It requires as well continuous feedback and encourages a two way communication between superiors and subordinates. At 53Dots, we can distinguish that there is no planning phase in the whole performance process .Neither clear expectations nor objectives are set. Managers and supervisors are not held accountable for any deficiencies in the planning face, whether in the constant documentation of performance or with the proper management of daily activities of their subordinates. All what is required from them is to fill the appraisal form, review it with their subordinates and make some recommendations.

2. Internal Policies and Procedure Results

As for the performance appraisal (Appendix 1), there is a unified form used at all levels. This point out that it is not based on competency model since they are all similarly assessed disregarding different competencies, skills and responsibilities required for their specific tasks. There is a section of core competencies that applies to all employees in the organization, but there is no job family competency that applies to employees in certain cluster or level.

The purpose of the performance evaluation followed at 53Dots is not very clear, neither in the policy nor in the application. As we review the appraisal we can realize that it ends up with a purely administrative purpose especially in the section that highlights on areas that need improvement without being followed by any developmental plan. Another section gives authority for the HR to recommend the following: Praise, Raise, Motion, Sanction and Demotion. This really need

reconsideration since it is the responsibility of the head of departments to recommend any changes in the work status of their direct subordinates in the company , then the HR will be able to assist them going back the salary scale, pointing system and available vacancies as well. On the other hand, mentioning Praise, Sanction and demotion.

This being said, the concept of considering the performance appraisal system an archive for yearly review is really humiliating especially that it's a very important tool for achieving future goals. At the organizational level, a properly implemented performance management system results in auxiliary saving through increasing the level of productivity and retention of top talents through : displaying the gaps in performance , designing appropriate trainings, predicting readiness for promotion, selecting best performers ,and proceeding with succession planning.

3. Semi Structured Interview Results

All interviewed personnel from different department smoothly highlighted on the major throw backs of the system at a time it wasn't easy for them to pick out areas that they are satisfied about since the system itself is structured with the minimal requirements. However, most interviewed personnel seized the upper management the responsibility of the weakness in the application of the performance evaluation policies and procedures , the absence of a competency models per job level or category , the enforcement to implement , assess and give feedback , as well as to properly communicate at all levels. Most of the interviewed personnel considered the upper management responsible for implementing several micromanagement practices. The reason behind this is that 53Dots is a family owned business moving into a corporation. This shift in their opinion requires from the upper management big efforts to change

their management style especially that the Chief Executive Officer is one of the owners. By these micromanagement practices, the managers are not held accountable, in addition they are not given the full delegation to take decisions or actions this is backfiring on the whole process and its proper implementation. Most tinted the interest of the upper management in applying a proper evaluation system but this interest is not well translated yet.

The majority of interviewed personnel considered that minimal resources were allocated from the upper management for the purpose of performance evaluation and development where there is no yearly budget due for training and development where some personnel are selected to attend specific training courses for work needs. However, they all assured that the upper management allocates all the needed resources to follow the latest technology in the printing field such as system upgrades, on the job staff training, and else to make sure it is properly running and as expected.

The major throw backs of the current evaluation system as per the interviewees are as follow:

1. The performance appraisal's structure is a rating for the daily tasks mentioned in job descriptions for each employee. Those tasks, as per most interviewed personnel, are considered the minimum requirement for performing a certain job. Specific goals and objectives shall be added to the appraisal form to create challenge and motivate employees to go the extra mile.
2. The communication phase before, during, and after the evaluation is almost null. The performance standards and objectives are not clarified to

employees prior to conducting the appraisal. The results of the appraisal are not properly discussed with the employees , the weaknesses are not pointed for further development

3. The outcome of the performance evaluation is not clear; it is not followed by any type of promotion, incentive, or raise. In addition areas that need development are not taken seriously where no training and development plan is conducted based on the results.
4. The performance evaluation is a one way direction, the managers evaluate their subordinates at a time the employees are not given the chance to do a self evaluation or even to evaluate their peers and supervisors.

Self evaluation as per a majority of interviewed personnel is very beneficial since it allows employees to rate themselves in a fair and objective way; it helps them by practice to be less biased and able to admit their weaknesses and discuss them with their supervisors for further development. Few interviewers thought that self rating would be more confusing at the operator's level since it would be hard for these people to admit their weaknesses or speak them out loud.

As for the suggestions to improve the current performance system, most interviewed personnel assumed in a way or another that, first, it is the responsibility of the Human Resources Department to design a well structured and competitive performance evaluation system and to guide the managers to properly implement the system across all departments . Managers as well, shall be empowered and given more authority and responsibility. The performance appraisal shall be conducted quarterly at the first stage till the process is well implemented and practiced. The performance

appraisal should include additional criteria such as job competencies per positions as well as goals and objectives that are measurable and attained at a specific due date.

A self performance evaluation shall be conducted and each employee shall discuss with his/ her direct supervisor any discrepancy in the results. The areas that need improvement should be communicated and a specific training plan should be set for this purpose. A clear bonus, incentive plan, or percentage of increase on salary is supposed to be the result of the performance evaluation. As for top performers, they should be awarded in a different way.

Table 1: Performance Management and Measurement Throwbacks

Broad Codes	Specific Codes	Examples
Lack of strategic Human Resource Practices	No formulation and Execution of Policies and procedures	<p>Ex: The performance evaluation policy and procedure shall be aligned with the company's strategy and goals</p> <p>Ex: There is no clear training policy or career development practices</p> <p>Ex: The resources allocated are not structured nor organized</p> <p>Ex: There is no clear and valid system applied across the company</p>
	Poorly designed performance evaluation system	<p>Ex: I cannot see any structured, well organized systematic process followed to evaluate performance</p> <p>Ex: There are no clear objectives included in the performance evaluation</p> <p>Ex: It is a one way evaluation (Manager to subordinates) instead it should be in both directions at least</p> <p>Ex: The performance evaluation shall be conducted quarterly at the first stage</p>
	Lack of training and guidance for managers on system	<p>Ex: Training conducted is not structured nor systematic</p> <p>Ex: The managers shall be well trained on how to conduct the appraisal</p>

	implementation	Ex: The HR department is responsible to train the manager on how to develop their departmental goal and measurement indicators “KPIs”
Poor Decision Making at the Managerial Level	Not given full authority and responsibility	Ex: They don't hold their full responsibilities Ex: The managers shall be the final decision makers Ex: The upper management are ignoring the role of the managers though a lot of micromanagement practices
	Negligence	Ex: Managers don't push things forward Ex: There is no support from the managers Ex: At the Manager's level there is no proper implementation Ex: The managers are not sitting with their subordinates and discussing the results of the evaluation
Weak Communication Channels	Reduced Downward Communication (from higher level to lower)	Ex: Neither or supervisor nor our manager discuss with us our performance results Ex: The management doest communicate any major issue instead they ask for implementation directly Ex: The management shall communicate projects before implementation to convince employees first
	Reduced Upward Communication (from lower level to higher)	Ex: The management shall make regular meetings with the operators, listen to their concerns and discuss work issues
		Ex: The current evaluation system is not

	Reduced Lateral Communication (across equivalent levels)	<p>well communicated to staff</p> <p>Ex: There is no communication prior conducting the appraisal</p> <p>Ex: The system is not well communicated nor conducted in a timely manner</p>
Fragile Implementation	No goal alignment	<p>Ex: The performance standards are not clarified to employees, we have no idea what are the standards and objectives prior to conducting the appraisal</p> <p>Ex: There is no clear amount allocated yearly in budget for training and development</p> <p>Ex: There should be a target set for each employee</p>
	Abandoned performance monitoring	<p>Ex: The managers are just filling the performance evaluation forms for records and filling, the full process is not taken seriously</p> <p>Ex: Some unofficial appraisals take place but they are based on specific incidents</p>
	Intermittent Feedback	<p>Ex: The managers sit down with their subordinates to inform them about the result instead of discussing weaknesses and suggesting a development plan</p> <p>Ex: The results are not shared nor discussed with employees, no corrective actions are taken</p>
	Weak Coaching and development	<p>Ex: We are not aware of our training needs and the weak areas in our performance that needs development</p> <p>Ex: There is no yearly training plan nor career development process</p> <p>Ex: We are not aware after couple of years what position we will be running in the company, there is no room for growth</p>
Absence of Rewarding Strategy	Inappropriate rewarding system	<p>Ex: An incentive plan or bonus system shall be conducted</p> <p>Ex: In the best case scenario, praise is given to a good performing employee</p> <p>Ex: Employees are not motivated nor</p>

		recognized for good performance
	No payment periodization for rewarding	Ex: There is no clear outcome , no periodic salary raise with a certain percentage Ex: The raise given is not based on valid work records and achievement

G. Discussion

1. Evaluation of the Results

To start with, the performance evaluation policy and procedure in the HR Manual and illustrated in Appendix I and II does not match the application on the ground. The policy stated that the performance evaluation system is designed to promote and document performance assessment and endorse a high level of performance through consistent feedback from the supervisor or head of department. This means that the process requires a lot of communication and feedback between the employee and his/her direct supervisor, and it is not only about completing the form via annual assessment. Instead, it is designed to clarify expected performance standards and results, in addition to encouraging the feedback process and all what it follows from training, coaching, and mentoring. However, what is mentioned in the policy is not validated in the interview outcomes.

What is problematic here is that upper management is not aware that inconsistent performance evaluation can lead to mistrust and lower productivity, even morale may suffer if top performers are not recognized and differentiated from low performers. The Human Resources Department is neither formulating nor executing policies and practices that the organization needs to achieve its strategic goals. They shall formulate in coordination with all the managers the best performance management

practices that align employee's day to day action with the strategic goals and objectives of 53Dots. Involving the managers and even employees at the administration and the facility in this is really crucial to make them part of the decision making process in the company and to share the common vision and goals. As a result of this, performance expectations will be more visible and managers will be held accountable to monitor, document performance, and give constructive feedback to support compensation and career development path for their subordinates. This being said, HR shall define strategies and policies and then put them in a framework that enable managers to take accountability for the day-to-day execution but in a controlled, well-versed and efficient way. (Bretz, Milkovitch & Read, 1992)

Given all the above , we can recognize that the full performance management and measurement process needs revision starting from communication to proper evaluation reaching development and rewarding. Starting with communication, it is a key to set up a performance management system. Managers and supervisor shall be aware that goals and objectives should be properly communicated on the departmental level, employees should share their opinion as well , they must play a vital role in customizing these goals so they can contribute them throughout the year. By this, they will familiarize themselves with the road map in achieving these goals. In this sense, 53Dots shall foster open communication channels and move from the top down flow of communication to a more informal and responsive feedback that would have a huge impact on performance.

For the new designed performance evaluation system to succeed, it should be at first aligned and approved by the top management at 53Dots , the system might not satisfy all but at least there should not be any major objection against it. The next step

shall be a change management plan in order to transfer 53Dots smoothly to a new performance management system.

Below is an example that would be beneficial to properly implement a Change Management through the 7-C Model of Change Management. (Chartered Institute of Personnel and Development, 2016, Oct 31st)

a. Choose a team:

Select an appropriate team that has the credibility and authority to carry and implement the change. The team shall be diverse and has champions from different departments such as HR, IT, Quality, Operations, Prepress...etc

b. Craft the vision and the path:

The vision and the path shall be very clear and reachable, the objectives shall be SMART (Specific, Measurable, Achievable, Realistic and Time bound)

c. Create a crisis:

Set an end line for the implementation phase of the performance evaluation process and work on achieving those deadlines

d. Communicate:

Communicate, communicate, and then communicate to minimize the fear of the unknown and to make all employees engaged in the process

e. Consult and empower:

Get all employees buy in the process by giving them the responsibility to do self evaluations and empower them to discuss them with their direct managers.

f. Celebrate success:

Reward top performers and draw a development plan for employees who need improvement. Celebrate every performance evaluation stage at the very beginning

g. Cement change:

Seize feedback sessions, take complaints into consideration, review and update the system once needed.

Having no clear reward strategy, it is very vital for 53Dots to review the output of the performance appraisal especially that the present appraisal's output is praise, raise, motion or demotion. The evaluator in the current appraisal recommends one of the criteria mentioned above a result of the appraisal, and this is considered a demotivating factors especially for top performers since those criteria are so vague and they are not linked to any salary scheme or incentive plan.

Given all the above, it is clear that the full performance management and measurement process is poor and needs full restructuring especially when it comes to the performance evaluation form and selecting appropriate measuring indicators to monitor performance.

2. Proposing a KPI Model for the printing department

The printing department is receiving pressure to reduce cost, use resources more efficiently, reduce waste, and increases the good production speed; thus selecting appropriate key performance indicators that determine impartially how well they are performing will help the company remain competitive in the market, save money, and increase profit.

Below is a proposed KPI Model for the printing department demonstrated through a Balanced Scorecard framework to translate the strategy into operational terms through four perspectives: Financial, Customer, Internal Processes, and Learning & Growth. This model would allow 53Dots to see exactly where they are going, and what needs to be altered to meet their long term goals. This being said, the internal business process section is chosen for further testing and analysis especially that the KPI included are already measured and recorded by the machines automatically, thus they can be analyzed and measured easily. In addition, this section has direct impact on productivity and performance where it determines the key internal areas where the department needs to excel.

The benchmark set in this model is taken from Heidelberg LTD Company. This is a German company that manufactures those machines and is responsible for their preventive maintenance as well.

Table 2: Proposed Key Performance Indicator Model in the Printing Department.

KPIs	Calculation	What is Good?	Other Criteria
Financial Metrics			
Deviation from Budget	Actual Spent from the planned budget over a given time period	The lower the percentage, the better the results	
Customer Metrics			
Customer Satisfaction Index	Number of customer complaints	The lower the complaints , the higher the satisfaction	
	Result of Satisfaction Questionnaire		

Internal Processes			
Make ready time per operation	$\frac{\text{Total of Make ready time for operations per month}}{\text{No. of operations in a specific month}}$	The lower the make ready time, the higher the productivity	
Waste Indicator	$\frac{\text{Waste sheet total}}{\text{Total Impression}}$	The higher the waste level, the lower the quality, speed and time indicator	
Average Monthly Good Production Speed	$\frac{\text{Total of Average printing speed over total days with speed >0}}{\text{Number of days (with speed >0)}}$	Good Production speed shows to what extent the maximum printing speed is utilized on the press during a defined period	
Speed Indicator	$\frac{\text{Total of Produced good impression + waste impression/ total of time for good impression + waste impression}}{\text{Individual maximum speed in impressions per hour}}$	The higher the average speed the more productive the operator is	<p>The average speed is directly affected by paper grams</p> <p><u>Average sheets per Hour:</u></p> <p>50gr: 7000sheet 60gr: 8500sheet 70gr: 10,000sheet 80gr-170gr: 11,500sheet 170gr - 250gr: 10,000sheet >250gr: 8000 sheet</p>
Quality Indicator	$\frac{\text{Total of produced good impression}}{\text{Total of produced good impression+ waste impression}}$	The higher the average quality indicator, the fewer waste sheets the operator produces	

Time indicator	$\frac{\text{Total time for produced good impression + waste impression}}{\text{Total time for press on and ready for production}}$	The higher the average time indicator, the more productive an operator will be on press	Operators shall be aware to produce few waste while doing so
Overall Equipment Effectiveness	Time indicator* Speed indicator* Quality indicator	It shows how effective the selected press in compared to the ideal press	
Learning & Growth Metrics			
Competency Gap Closed	% of competency gap closed as a result of Performance Evaluation	As much as this competency gap becomes narrow, the performance increases	
	Number of training hours conducted over the year	The more training conducted, the more competent the operators become	
Turn Over rate	% of employee's turnover in this department	The higher the turnover rate, the lower the employee's retention	

The study selected eight printing operators running four major printing machines (XL- 75-2005, SM- 102-2004, CD- 102- 2004, SM- 102- 2004 Perfected). For each machine there are two printing operators running two shifts, a day shift and a night

shift. The purpose of the study is to analyze their performance at a specific period of time, from March 2016 till November 2016, in order to verify if those selected KPIs are in reality able to monitor their performance and point out the weakness for further improvement.

By observing the printing operators' main role we recognize that they are responsible for the operations of their equipment and for the manufacture of various products. They are also in charge for ensuring that all work performed adheres to organizational standards, policies and procedures, as well as safety regulations and guidelines. In addition, they understand and review the product through specified production process, recognize areas of defect and take appropriate actions to rectify them. To ensure a final product that meets quality standards, they perform all work according to organizational standards, determine and report product and equipment malfunctions to the appropriate authority, and work effectively as part of a team to ensure productivity and efficiency

As we analyze the graphs from (Appendix V till Appendix XI) that are extracted from the printing machines directly through online connection "Analyze Point – Cockpit Software" we recognize the following:

a. Average Setup time per operation (Appendix V)

The average setup time for most of the machines is within the normal range of the make ready time which is between 25 and 30 minutes as per the benchmark issued by Heidelberg Germany, the company that manufactures those printing machines. Only one machine exceeds this time at certain shifts over the six months and this probably

due to lack of skills and competencies on the operator's level and shall be subject to further investigation.

b. Waste Indicator (Appendix VI)

The benchmark for an average waste ratio per machine per operator per job varies between long run jobs and short run jobs. A long run job is a job that exceeds the 11,000 sheets per hour whereas a short run job is a job that is below 10,000 sheets per hour. The waste percentage for a long run job shall not exceed the 3% whereas the waste percentage of a short run job may reach the 10%.

As we analyze the below graphs, we can distinguish that the machine SM102-2004 perfected is with the lowest waste percentage and around the target of short run jobs which is 3%. Both operators on this machine didn't exceed the 3% on their shifts over the six months. The probability that this machine over those six months is only running long run jobs is very high since the records are very stable. By examining the CD 102-2004 and the 05SM102-2004, we distinguish that their percentages are between 3.5% and 3.8% respectively. Same for the operators running those machines, they are within these limits. The records show that those machines as well are probably not running for short jobs but the percentage is slightly higher than the normal range. This might be related to other factors such as ignorance from operator, setback in the machine's calibration or colors, maintenance issues or else. As for the XL 75-2005, the average waste ratio is 8.5%. This percentage is very high for long run jobs but very low and normal for short run jobs. After further investigation on the type of jobs running on this machine, we recognized that this machine only runs short run jobs. Given that, this is an excellent record that is below the normal range for short run jobs which is 10%. But as we analyze the operator's effort to reach this record we can distinguish two

different percentages where the first operator reached 7.3% whereas the other record is 12.5%. This is definitely related to the competency of the operator on the machine, years of experience in field...etc.

To be more precise regarding the reasons behind those percentages, a detailed study per job per machine would show us diverse results and would hide different reasons.

c. Average Good Production Speed (Appendix VII)

To better examine the average good production speed per machine, per operator, per type of paper, a presentation of the results is shown in a tabular form as follow:

Table 4: Presentation of good production speed

Operators	Machine Type	Good Production speed	<70g/m ²	71g/m ² -114g/m ²	115g/m ² -170g/m ²	171g/m ² -250g/m ²	>250g/m ²
Operator 1	XL- 75-2005	8250 sheet per hour	7000	9500	9900	9700	8900
Operator 2		8250 sheet per hour	5500	10000	11000	10400	8700
Operator 1	SM- 102-2004	8700 sheet per hour	8500	9000	9800	8000	NA
Operator 2		8600 sheet per hour	8300	8800	9700	8000	8800
Operator 1	CD- 102- 2004	9250 sheet per hour	8000	9300	9900	12500	8200
Operator 2		9250 sheet per hour	7900	9000	10000	12700	8400
Operator 1	SM- 102- 2004 Perfected	8400 sheet per hour	8200	8800	9200	10700	NA
Operator 2		9400 sheet per hour	8800	9500	10300	11000	9500

First of all, before examining the results, we will divide the average good production speed as per paper thickness into three categories:

- **Category One:** For paper thickness less than 70grams, the average sheets printed per hour is 8000 sheets
- **Category Two:** For paper thickness between 71grams and 250 grams, the average sheets printed per hour is 10,500 sheets
- **Category Three:** For paper thickness more than 250g, the average sheets printer per hour is 8000 sheets

By examining first of all the overall good production speed, we can identify that Operator 2 on the SM102-2004 perfected got the highest average which is 9400 sheets per hour; both operators on the CD102-2004 got similar averages of 9,250 sheets per hour. The lowest production speed was on the XL75-2005 where the operator's record was 8250 sheets per hour, but it is very important here to consider that this machine receives short run jobs and this might be a reason for low production speed since the machine is subject to lot of interruptions and plate changes.

As we categorize the average good production speed and examine the good production speed as per paper thickness to understand more, we can recognize the following: Most machines met the good production speed of category one except for one operator on the XL75-2005. Their record was far away from the average and this shall be subject for further investigation. As for the second category for paper thickness between 71grams and 250 grams, first of all we recognize that most machines met the average of 10,500 sheets per hour except for the SM102-2004. This means that those machines, no matter if they are running for short or long run jobs, the good average

speed could be met. Hence, the issue here falls on the operators' level, and the question why those operators are not meeting their targets comes to mind. By digging more we distinguish that there is no proper coordination, communication, nor team work between operators running the same machine on different shifts. This also needs further examination whether those operators are skilled, properly trained, and coached or are there any other reasons behind this. Reaching category three, we recognize that all operators reached the 8000 sheet per hour for paper thickness more than 250grams except for those who didn't print such papers over the six selected months.

d. Speed Indicator (Appendix VIII)

As we analyze the speed index of the machines we recognize the following:

- The speed index of the XL75-2005 is 60% , and its reflected OEE “ Overall Equipment Effectiveness” is 15%
- The speed index of the CD102-2005 is 60% , and its reflected OEE “ Overall Equipment Effectiveness” is 21%
- The speed index of the SM102-2004 is 65% , and its reflected OEE “ Overall Equipment Effectiveness” is 24%
- The speed index of the SM102-2004 perfected is 73% , and its reflected OEE “ Overall Equipment Effectiveness” is 30%

The highest speed index is reached on the SM102-2004 perfected. If we relate this to the average good production speed and waste index as well, we distinguish that the highest averages are also reached on this machine. As being said before, a more specific analysis by job and job type per machine per operator to get more justifications

e. Quality Index (Appendix IX)

As we analyze the quality index of the machines we recognize the following:

- The speed index of the XL75-2005 is 85% , and its reflected OEE “ Overall Equipment Effectiveness” is 15%
- The speed index of the CD102-2005 is 90% , and its reflected OEE “ Overall Equipment Effectiveness” is 22%
- The speed index of the SM102-2004 is 100% , and its reflected OEE “ Overall Equipment Effectiveness” is 30%
- The speed index of the SM102-2004 perfected is 73% , and its reflected OEE “ Overall Equipment Effectiveness” is 30%

The highest quality index and reflected OEE index is the SM102-2004 perfected. If we relate this to the average good production speed, waste, and speed index we recognize that still this machine is achieving the highest average in terms of speed, good speed, waste, and quality.

f. Time Index (Appendix X)

As we analyze the time index of the machines we recognize the following:

- The time index of the XL75-2005 is 29% , and its reflected OEE “ Overall Equipment Effectiveness” is 15%
- The speed index of the CD102-2005 is 38% , and its reflected OEE “ Overall Equipment Effectiveness” is 21%
- The speed index of the SM102-2004 is 39% , and its reflected OEE “ Overall Equipment Effectiveness” is 24%

- The speed index of the SM102-2004 perfected is 42% , and its reflected OEE “ Overall Equipment Effectiveness” is 30%

The higher the average time indicator, the more productive the operators on press are. The SM102-4 perfected also has the best timing that exceeded the 40% across the six months.

g. OEE Index (Appendix XI)

As we analyze the OEE index of the machines we recognize the following:

- The overall OEE index for the XL75-2005 is 15%
- The overall OEE index for the CD102-2005 is 22%
- The overall OEE index for the SM102-2004 is 24%
- The overall OEE index for the SM102-2004 perfected is 30%

Below is a comparison table that shows the percentages per machine for each of the criteria of the OEE index in comparison with the overall result of the OEE. The purpose of this table is to better observe the percentages and analyze the results. As we all know, the Overall Equipment Effectiveness is the Speed Index * Quality Index * Time Index.

Table 5: Overall Machine Effectiveness

Machine	Speed Index	Quality Index	Time Index	OEE Index
XL- 75-2005	60%	85%	29%	15%
SM- 102-2004	65%	90%	39%	24%

CD- 102- 2004	60%	90%	38%	22%
SM- 102- 2004 Perfected	73%	100%	42%	30%

As we analyze the above numbers, we distinguish that the highest Overall Equipment Effectiveness is 30% and it goes to the SM102- 2004 perfected where the speed, quality and time indexes are the highest. The SM102-2004's OEE records 24% and its respective speed, quality and time index are high as well. The OEE for the CD 102 -2004 is good but needs improvement especially in speed index. As we distinguish the XL 75- 2005 we realize that it achieved the lowest OEE especially in terms of time and seed index.

This might highlight the low satisfaction at the operators level , and it goes back to the unstructured performance evaluation system that has no clear, nor monitored performance indicators that tracks performance and allows operators in specific to know the areas that they are good at and the areas that needs improvement as well . We can also apprehend that the numbers showed that most operators are not good team players; they almost achieve high records on their machines on an individual effort.

Given that, we can conclude the performance measurement are good, valid and the records are accurate since they are extracted systematically without any kind of human intervention. The main issue here is that these measurements are not monitored nor analyzed, and the operators are not given any type of feedback regarding their

performance .In addition, the results are not linked to any type of rewarding system that motivates employees, increase satisfaction and retain top performers.

What is also recognized that those operators are not good team players, instead they work individually without any team planning and coordination and this goes back to what is said before, there are no goals set that triggers team performance and enhances team work.

Relating to learning and development as well, there is no proper identification of the current skills and competencies for each operator. There is no yearly training and development plan that targets the deficiencies in those skills and capabilities.

3. Recommendations for Improvement

Below is a list of recommendations responding to the deficiency in the system: Those recommendations if properly implemented would result in better performance management and measurement practices at 53Dots.

a. Establishing Measurable Goals:

One of the most vital practices is setting SMART departmental as well as individual goals. This process shall be a combined effort between employees and their direct managers. Since 53Dots is an industry and most of the processes are on the production level ,thus the results are almost quantifiable such as Sales, Account Management, Purchasing, Prepress, Printing, Finishing and Delivery. Achieving the pre set goal by the end of the year shall be appropriately rewarded and incentivized for the progress of both the individuals and the teams as well.

b. Adopting Competency Based Performance Evaluation

As we realize the Performance Appraisal we can recognize that 53Dots are adopting the basic competency model which is the Core Competencies that are common and general, and might be helpful in reinforcing values and encouraging common culture and behavior. Those core competencies do not support recruitment and selection, learning and development, performance management and career development.

To adopt a competency based performance evaluation, two types of competencies shall be added to the appraisal template: A Job Family Competency and A Job Specific Competency. A job family competency model shall be showed by “family” of functionally related jobs that have common duties whereas a job specific competency model includes job specific competencies that include specific job related and technical competencies for effective performance in a job role.

c. Allowing Self Rating

Engaging employees in the self rating process would give them a very active role to play especially that 9 out of 10 interviewed personnel advised that it is very beneficial for them to conduct a self rating rather than being the recipient of the feedback from their direct supervisor or managers. Instead, they can encourage a two-way dialogue and avoid top down communication and give employees an opportunity to evaluate themselves and reflect on their experiences and behaviors.

d. Introducing a Rewarding Strategy

A proper rewarding and recognition strategy can provide a superior performance and competitive edge. This can happen through designing clear performance targets that are linked to both individuals and team performers. Once those

targets are achieved, employees as well as teams shall be rewarded to their contribution to the business. This incentive or reward can be cash or non cash and it should be a result of this contribution and not related to any raise on salary.

Employees at 53Dots printing house are sometimes getting praise as a result of their current evaluation and this is ultimately unfair for top performers and results in de motivation, low performance and low employee's retention rate.

This being said, 53Dots shall work on introducing a reward strategy that is able to recognize top performers, celebrate successors, enhance a learning culture, and encourage promotion.

e. Proper Monitoring of the KPI Model in the Printing Department

The study aims to focus on the “Printing Department” given that this department is a major one and its operations are focal among the whole printing house. For this department to adapt to the massive changes in the printing field and in order to avoid expected loss that might result from any gaps or weaknesses in the related performance management system, the study chose proper performance indicators related to the printing field that would best fit to improve performance and to define the core performance measurement indicators in the printing department that must be changed or enhanced for better performance results. As a result, we recommend a proper monitoring of those indicators in the internal processes, in addition to creating an action plan that examines the other measurement designed in the Financial, Customer, and Learning and Growth metrics of the Balanced Score Card.

CHAPTER V

LIMITATIONS OF THE STUDY

This consultancy project at 53Dots generated fundamental findings, but there are some limitations that have to be tackled. Starting with the literature review, the research was constrained by the English language where all books, articles, and journals were in English. No studies of French and Arabic Language targeting performance management and measurement were mentioned at a time those two languages are considered official in the Middle East and Lebanon as well. Reaching some methodological limitations, first, the sample selected for interviews although intended to be as representative as possible but it was somehow small to represent 200 staff at the company. The methodology should be more harmonized by additional investigation of the current performance practices through more rigorous interviewing at all levels of both appraisers and appraises. Second, the thorough review of the current policies, procedures and practices is limited by self reported data and by the fact that rarely it can be independently verified.

Finally, in the qualitative research a more numbers could be exploited especially financial figures related to salary scheme, bonus plans and else.

CHAPTER VI

CONCLUSIONS AND AVENUES FOR FUTURE RESEARCH

As a family business grows and becomes more sophisticated and complex, it is very important to embrace performance management and measurement practices that are able to retain their employees by establishing criteria and assessment methods that everyone adheres to in the company. However, the performance management and measurement process at 53Dots shall be restored by new performance practices starting from proper implementation to policies and procedures, to performance appraisal, to selecting appropriate measurement indicators, to learning and development in order to increase organizational effectiveness and productivity and to retain employees. Hence, recommending some amendments on the performance management system that would regulate the evaluation process, and selecting key performance measurement in the printing department which is considered the base line for 53Dots operations would reflect on the company as a whole and would permit reasonable future decisions based on valid data and numbers.

As for avenues for future research, the author recommends further research for the performance management practices at 53Dots; further studies shall be conducted on the Key performance indicators suggested for the printing department to validate and test the result. The measurement system once validated shall be adopted in all departments. The HR activities shall be harmonized with the company's mission and vision, the goals shall be targeted and aligned with the company 'strategy and a competency model shall be adopted by job family and job title to better assess the skills and competencies of employees at all levels.

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APPENDICIES

Appendix I: Performance Evaluation Policy

Purpose

53 Dots' Performance Evaluation System (PE) offers a consistent approach and operating philosophy for providing feedback and assessment of employee performance through annual evaluation.

Responsibility

The Performance Evaluation Committee (PEC) is to ensure compliance with this policy. The HR & Admin Supervisor administers the performance evaluation process approved by the General Manager and has the following responsibilities:

1. Initiate the yearly performance evaluation process
2. Promote and document performance assessments
3. Take appropriate actions based on the PE outcomes

Applicability

This policy applies to all employees.

Policy

The performance evaluation system is designed to

- a. Promote and document performance assessments based on job description, essential functions and clear, realistic job standards; and
- b. Promote a high level of employee performance through consistent feedback from supervisors, head of Department and HR & Admin Supervisor via annual performance assessments.

The responsibility for the completion of performance evaluations lies with the HR and Head of Department. 53 Dots evaluation form shall be used unless otherwise indicated by Human Resources.

Completing an annual performance evaluation on direct reports is the expectation for 53 Dots supervisor and/or Head of Departments. Failure to complete the PE may result in the supervisor/Head of Department receiving a “does not meet expectations” assessment on his or her PE.

Definition

The Performance Evaluation Committee (PEC) will consist of the GM, the employee’s immediate supervisor, the HR & Admin Supervisor, and a rotating selection of two (2) Heads of Section (chosen every year).

The PEC is responsible to meet on annual basis to evaluate the performance of 53 Dots employees according to the following procedure.

Performance evaluation procedure

Performance evaluation is an on-going process that results in a year-end review.

Planning

The job description will be reviewed and updated to reflect the requirements and goals of the position and the department. The job description will be approved by the Head of Department and acknowledged by the employee.

Evaluation

A performance evaluation using 53 Dots Performance Evaluation Form (53D-HR-F-01-02) shall be completed by and discussed with the employee. Completion of this form is the responsibility of the Head of Department.

The Head of Department shall meet with the employee to discuss the PE results.

The Head of Department will approve the PE. If an employee does not receive a PE according to the guidelines of this policy, the employee should file a grievance according to the Grievance Procedure (Grievance Process (GRV 1.1)).

The employee's signature indicates the employee has acknowledged and received the evaluation, but does not necessarily indicate the employee's agreement with its content.

The employee may address questions or concerns about the content of the evaluation with the appropriate supervisor. If issues are not resolved, then the employee may follow the Grievance Procedure (Grievance Process (GRV 1.1)).

If the employee receives a "Does Not Meet Expectations", a performance improvement plan shall be completed. The Head of Department shall meet with the

employee on a quarterly basis to provide regular feedback and coaching on performance issues.

Feedback and Coaching

Feedback and coaching should occur on an ongoing basis and after the PE. The purpose of feedback and coaching is to provide Head of Departments and supervisors with an opportunity to recognize effective performance and provide coaching for improvement. As a part of the feedback and coaching components, employees are encouraged to gather informal feedback as appropriate throughout the year.

1. Supervisors should provide timely feedback to motivate employees toward improved performance.
2. The mid-year review is an optional progress meeting which should provide an opportunity for supervisors and employees to discuss and update job performance as set at the beginning of the year and focus on employee performance to date.

Training Purpose

The purpose of this chapter is to support continuous learning by encouraging employees to participate in work-related or Company-sponsored training, including professional development classes, workshops, and conferences.

All employees will be attending training depending on their job requirements and as per their job descriptions.

Responsibility

1. The Head of Department is responsible for developing and conducting an orientation program to be attended by all new hires upon joining the Company.
2. The Head of Departments will update the orientation program as needed.
3. Each department is responsible for developing appropriate on-the-job training programs relevant to the operations of the Company.
4. All new hires assigned to the Company must go through their department's on-the-job training program.

Applicability

This policy applies to all employees.

Policy

In order to continuously improve the Company and its services, employees have a responsibility to participate in continuous learning. Each department should prepare a budget for training and release time from regular duties for employees to participate in training that will enhance skills and abilities on the job, provide professional growth and development, and expand knowledge. An employee must receive approval from his/her Head of Department before using release time for training.

In granting release time for training, the Head of Department considers department needs and the employee's request. Employees should not be required to make up work time missed while participating in approved training.

If an employee chooses to participate in training or educational activities on his/her own time, he can send a training request "53D-HR-F-02-07" to his direct Head of

Department who will decide whether the time spent will be considered as time worked and will be considered compensatory.

Minimum Requirement for Professional Development

Head of Departments are required to arrange for employees a minimum of sixteen (16) hours of release time per year for professional development, such as professional certifications and continuing professional education (CPE). The Company encourages employees to take advantage of this opportunity.

Yearly Plan for Training

Head of Departments and employees should work together to identify reasonable accommodations that would allow the employee to participate in training, with minimal disruption to the operations and efficiency. It is suggested that the employee and head of department and the HR agree to a tentative yearly plan for training during the performance evaluation cycle; such a plan helps in proper scheduling of release time.

Duration of Courses and Fees

The duration of any course to be selected should not exceed ten (10) full days. The concerned department will have budgeted for these training needs, including the employee's transportation and other related expenses.

Appendix II: Performance Evaluation Procedure

3.1. Performance Evaluation process (PE 1.1)

Responsibility	Tasks
[HR & Admin Supervisor]	<p>1. Communicate with employee's respective [Head of Department] to initiate the yearly performance evaluation process</p> <p>Trigger 1: October 15th of every year is the trigger for the annual employee evaluation process</p> <p>The [HR & Admin Supervisor] will coordinate with every employee's [Head of Department] to initiate the yearly performance evaluation.</p> <p>The Account Management team performance evaluation is conducted semi-annually and the Sales team quarterly.</p>
[Head of Department]	<p>2. Complete the technical section of the Performance Evaluation Form</p> <p>Input 2: Performance Evaluation Form</p> <p>The employee's [Head of Department] together with the direct [Supervisor] will complete the technical & performance section of the yearly Performance Evaluation Form.</p> <p>3. Document recommendation and forward evaluation form to [HR & Admin Supervisor]</p> <p>The employee's respective [Head of Department]</p>

will document his/her recommendation and forward the evaluation result to the [HR & Admin Supervisor].

[HR & Admin Supervisor] 4. Complete HR & Admin related section of the Performance Evaluation Form and document recommendation

Input 2: Performance Evaluation Form

Output 1: Performance evaluation result

The [HR & Admin Supervisor] will complete the HR & Admin related section of the Performance Evaluation Form and put his/her recommendations.

5. Evaluation satisfactory?

a. If yes, proceed to Step 3 of the “W&S 1.2 - Promotion & Reward Process”

b. If no, clarify reasons and proceed to Step 4 of the “W&S 1.2 - Promotion & Reward Process”

Appendix III: Performance Appraisal

Employees Name:	إسم الموظف	Division:	القسم
Evaluator Name:	إسم المقيم	Department:	الدائرة
Employee Job Title:	صفة الموظف	Joining Date:	تاريخ الإنضمام
Employee ID Number	رقم الموظف	Date:	التاريخ

For each job aspect listed below, please provide the proper rating that most closely describes the employee's performance for each required performance skills by using the following rating scale:

يرجى تقديم التصانيف المناسبة التي تصف بشكل وثيق أداء الموظف لكل مهارات الأداء المطلوبة باستخدام مقياس التصنيف

التالية:

Score	Description
1	Not met all the time لم يتم في كل الأوقات
2	Not met most of the time لم يتم في معظم الأوقات

3	Not met on few occasions	لم يتم في مناسبات قليلة
4	Met all the time	يتم في كل الأوقات
5	Exceeds expectations	خارج التوقعات

Core Values: القيم الأساسية

Core Values القيم الأساسية	Rating التصنيف				
	1	2	3	4	5
1. Performs work in a precise manner covering all details and double checking يؤدي العمل بطريقة دقيقة تغطي جميع التفاصيل والتحقق المزدوج					
2. Communicates and interacts in a friendly and effective manner يتواصل ويتفاعل بطريقة ودية وفعالة					
3. Communicates, both verbally and written, clearly and effectively. يتواصل، سواء شفويا وكتابة، بشكل واضح وفعال					
4. Presents in appropriate, fit, clean grooming, abides by work attire حسن امظهر ويلتزم باللباس الرسمي					

5. Exhibits commitment to work and work environment يلتزم بالعمل وبيئة العمل					
6. Performs under pressure and meets challenges يعمل تحت الضغط وينفذ التحديات					
7. Acts proactively and effectively on delegated responsibilities يعمل بشكل استباقي وفعال على المسؤوليات المفوضة إليه					
8. Utilizes resources efficiently and meets deadlines يستخدم الموارد بكفاءة ويلبي المواعيد النائية					
9. Maintains positive work relationships showing willingness to help others and works cooperatively يحافظ على علاقات عمل إيجابية، يبدي استعداداه لمساعدة الآخرين، ويعمل بشكل تعاوني					
Total Rating (average= sum/9 x 100)					

Job description specific Tasks, Duties and Responsibilities:

المهام والواجبات والمسؤوليات المندرجة في الوصف

Tasks المهام	Rating				
	1	2	3	4	5
1.					
2.					

3.					
4.					
5.					
6.					
7.					
8.					
9.					
10.					
11.					
12.					
13.					
14.					
15.					
16.					
17.					
18.					
19.					

20.					
21.					
Total Rating (average= sum/total x 100)					

III-Competency Test Rating: إختبار الكفاءة والتصويت

Competency	Score (%)
1.	
2.	
3.	
4.	
5.	
6.	
7.	
8.	
9.	
10.	

New Recommendations توحيات جديدة	Due date تاريخ الإستحقاق

Head of Department's Comments: ملاحظات مدير القسم

Head of Division's Comments ملاحظات مدير الدائرة

Employee's Comments ملاحظات الموظف

I have read and reviewed my performance appraisal with my evaluator

لقد قرأت وراجعت تقييم الإداء مع المقيم

Employee Signature: _____ Date: _____

Evaluator Signature: _____ Date: _____

Human Resources Recommendations: توصيات الموارد البشرية

Praise مدح Raise رفع Motion حركة Sanction جزاء

Demotion إنزال درجة

HR Department Signature: _____ Date: _____

امضاء الموارد البشرية

التاريخ

Appendix IV: Interview Protocol

Interview Protocol

American University of Beirut



Instructions:

Good morning (evening). I'm Rouba Achkar, your colleague at 53Dots printing house. I am conducting my thesis project for my Masters degree in Human Resource Management at the American University of Beirut. The purpose of my study is to explore the current performance management system across all departments in order to improve the overall organizational performance. This interview is a semi structured interview in which I will ask you questions about the current performance system at our company. The rationale is to get your perceptions for the current system, the pros and cons, and suggestions for improvement. There is no right or wrong answers. I would like you to feel comfortable to answer what you really think or feel.

Tape recording instructions:

If it is ok with you, I will be tape recording our conversation. The purpose of this is to get all the details. I assure you that all the comments will remain confidential

Interview Questions:

1. Do you think that the top management truly sponsors the application of the current performance evaluation system?

• هل تعتقد أن الإدارة العليا ترعى حقا تطبيق نظام تقييم

الأداء الحالي؟

2. Tell me about the resources the top management allocates for the performance evaluation system?

أخبرني عن الموارد التي تخصصها الإدارة العليا لنظام تقييم الأداء؟

3. What areas are you satisfied about in the current performance evaluation system at 53dots?

ما هي المجالات التي هي أنت راض عنها في نظام تقييم الأداء الحالي في 53dots

4. What are the major throwbacks of the current performance evaluation system?

ما هي الارتداد الرئيسية لنظام تقييم الأداء الحالي؟

5. How are the performance standards and objectives clarified to employees?

- Are they communicated prior to conducting the appraisal?
- Who is responsible of this clarification?

- كيف يتم توضيح معايير واهداف تقييم الأداء للموظفين ؟
- هل يتم إبلاغ الموظفين مسبقا " بإجراء تقييم ؟
 - من هو المسؤول عن هذا التوضيح ؟

6. Tell me about the manager who is evaluating your performance?

- Is he/she biased, neutral or lenient?

- أخبرني عن المدير الذي يتم تقييم أدائك؟
- هل هو / هي متحيز ، محايد ، أو متساهل؟

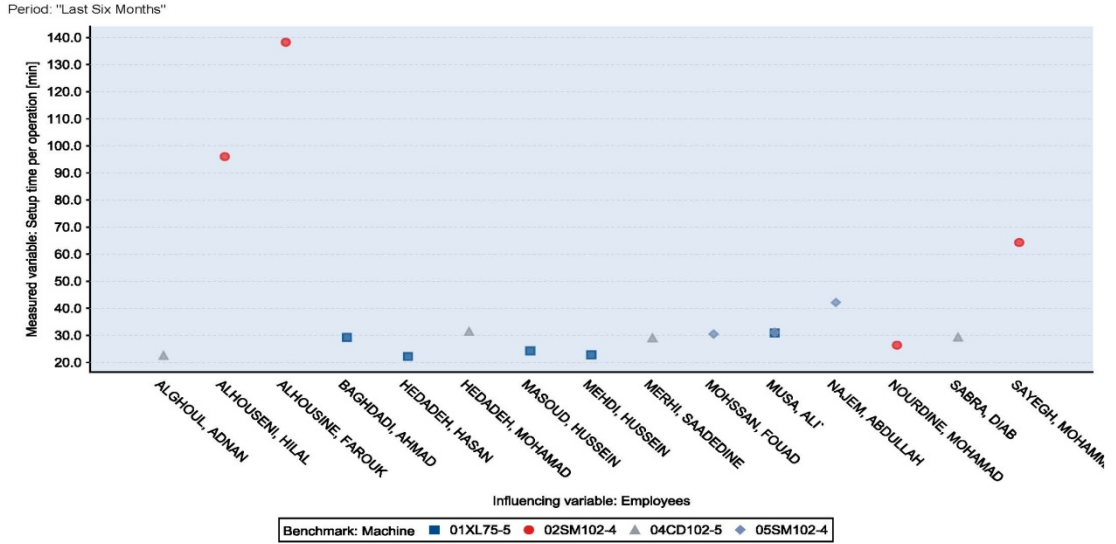
11. What are your suggestions to improve the current performance system?

ما هي اقتراحاتكم لتحسين أداء النظام الحالي؟

Thank you for participating in the interview, your time is very much appreciated and your comments have been very much helpful.

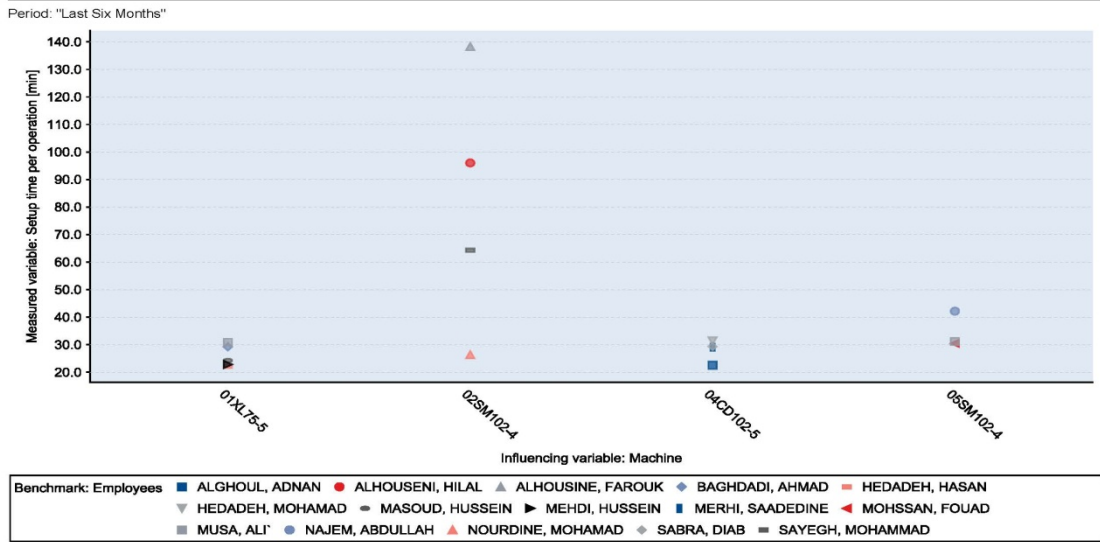
Appendix V: Average Setup time per operation

Average setup time per operation



Page 1

Average setup time per operation

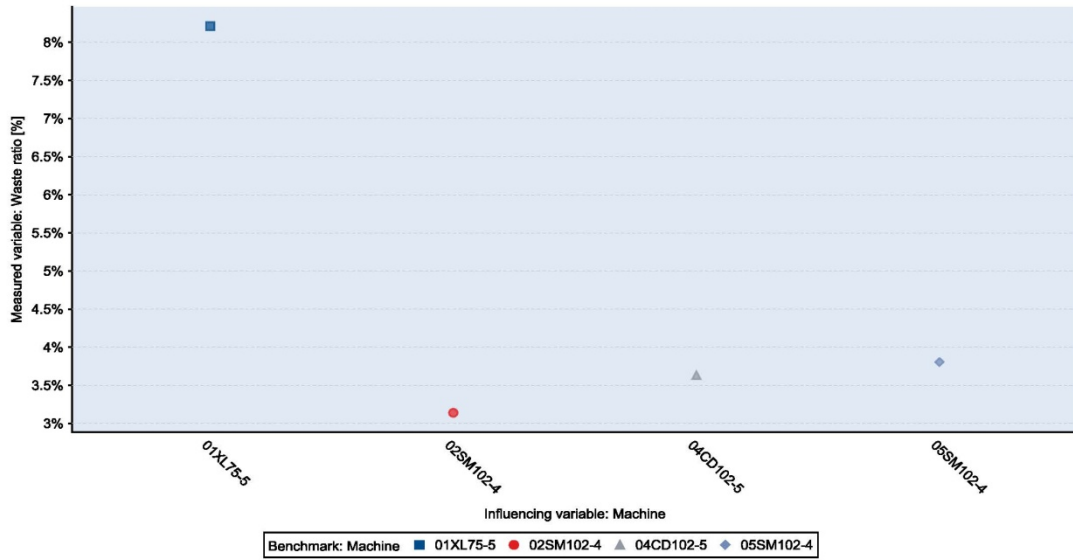


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Appendix VI: Average Waste Ratio

Average Waste Ratio

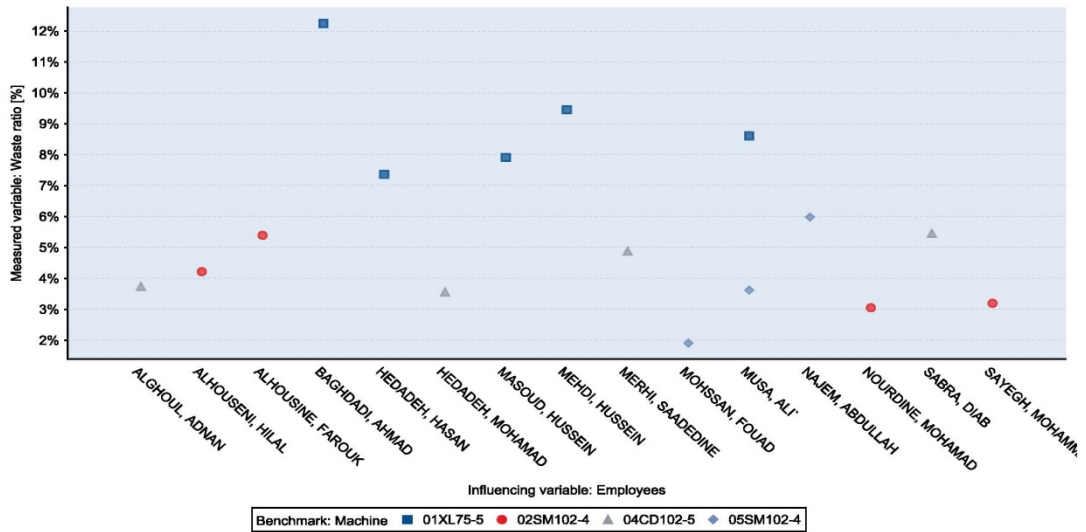
Period: "Last Six Months"



Page 1

Average Waste Ratio

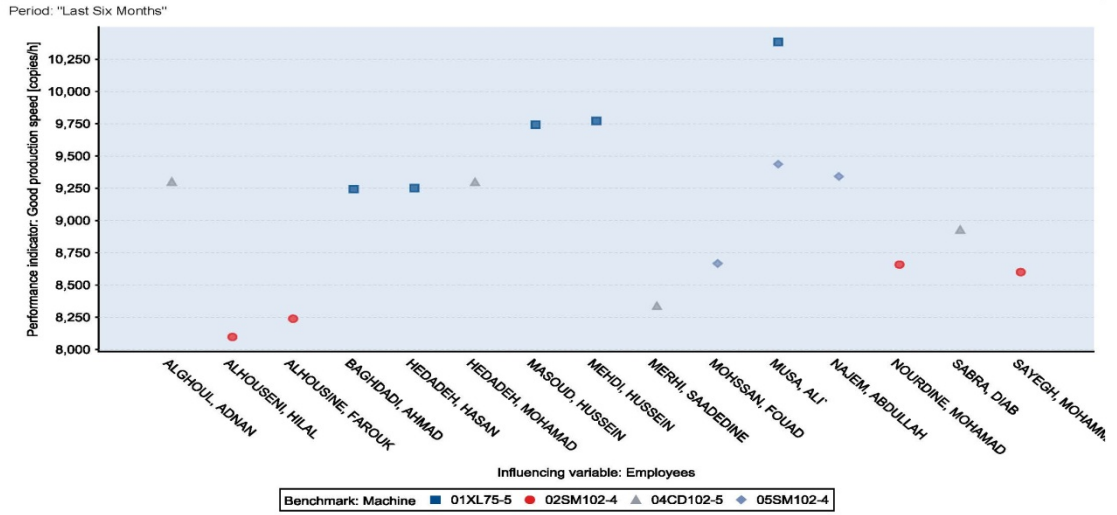
Period: "Last Six Months"



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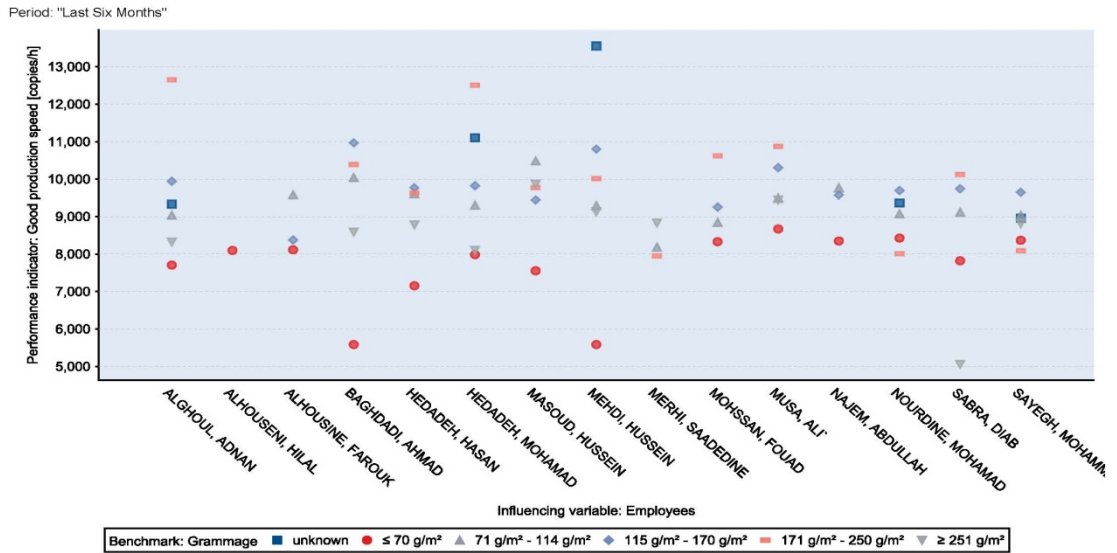
Appendix VII: Average Good Production Speed

Average good production speed



Page 1

Average good production speed

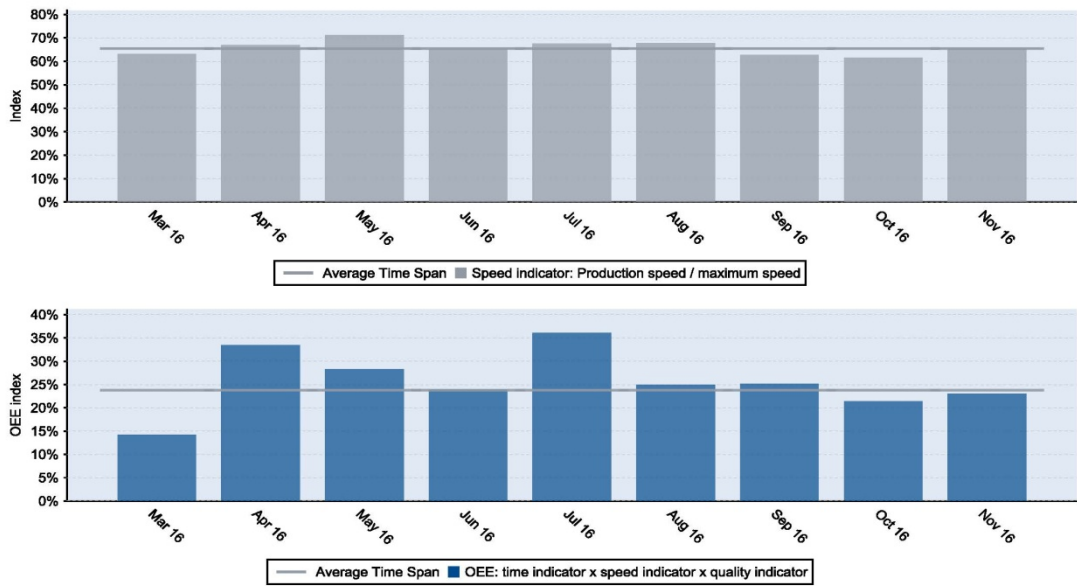


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Appendix VIII: Speed Index

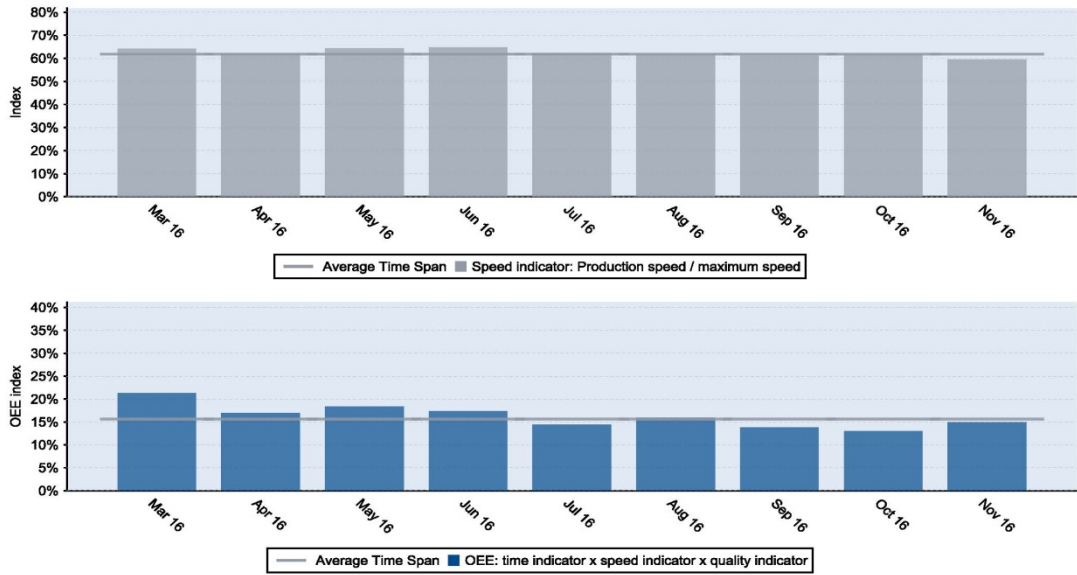
Speed Index March 2016 - November 2016

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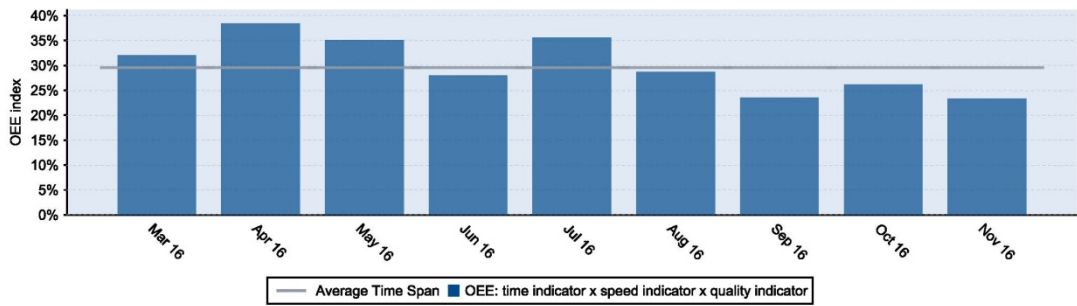
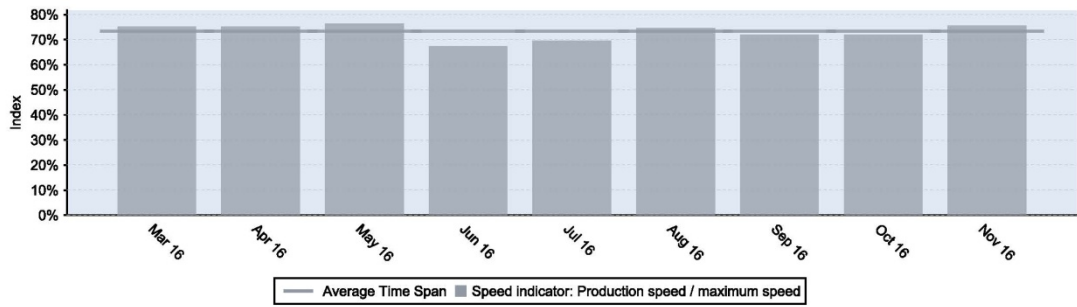
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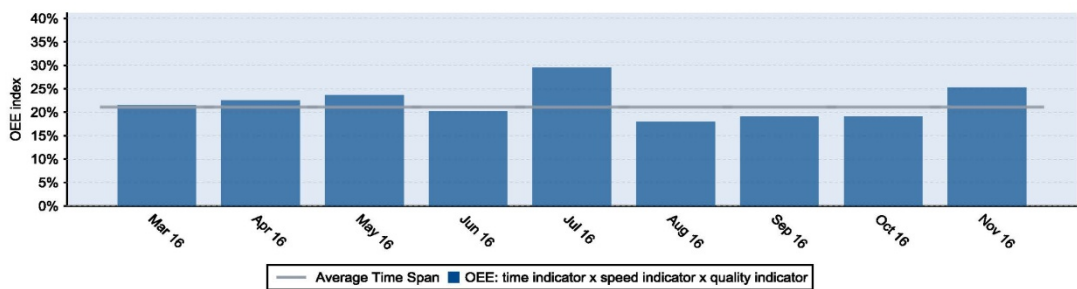
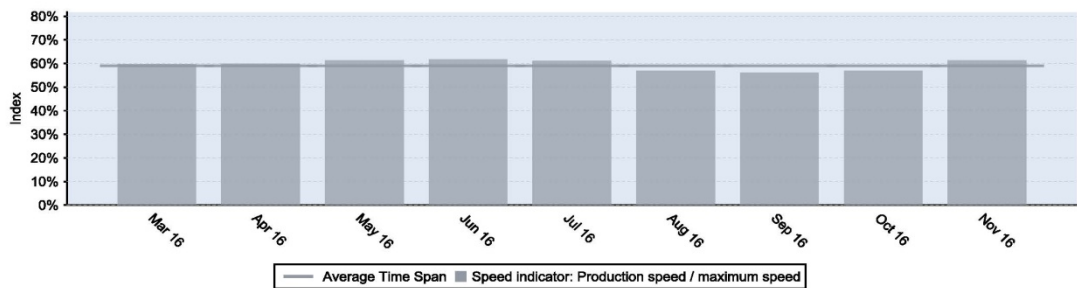
Speed Index March 2016 - November 2016

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Speed Index March 2016 - November 2016

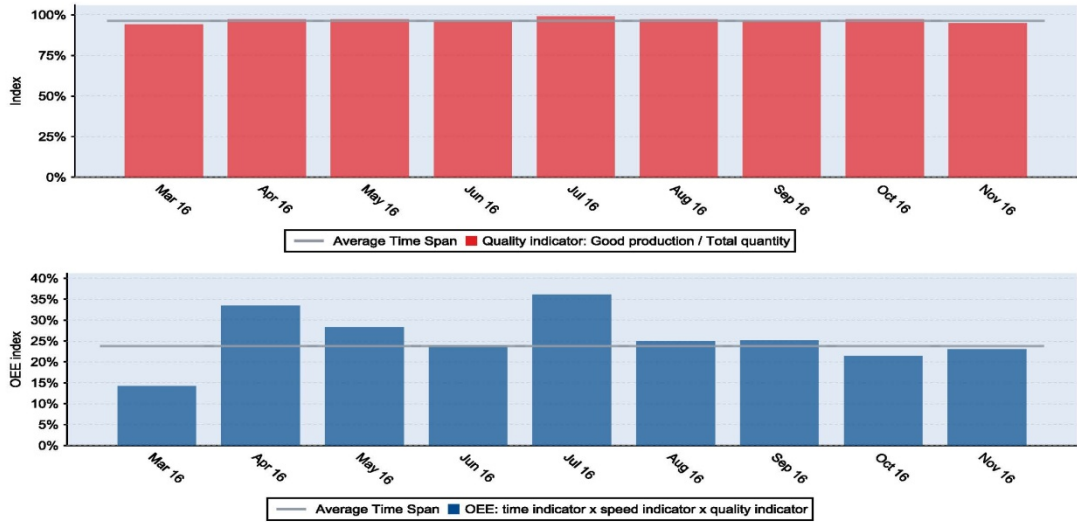
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Appendix IX: Quality Index

Quality Index March 2016 - November 2016

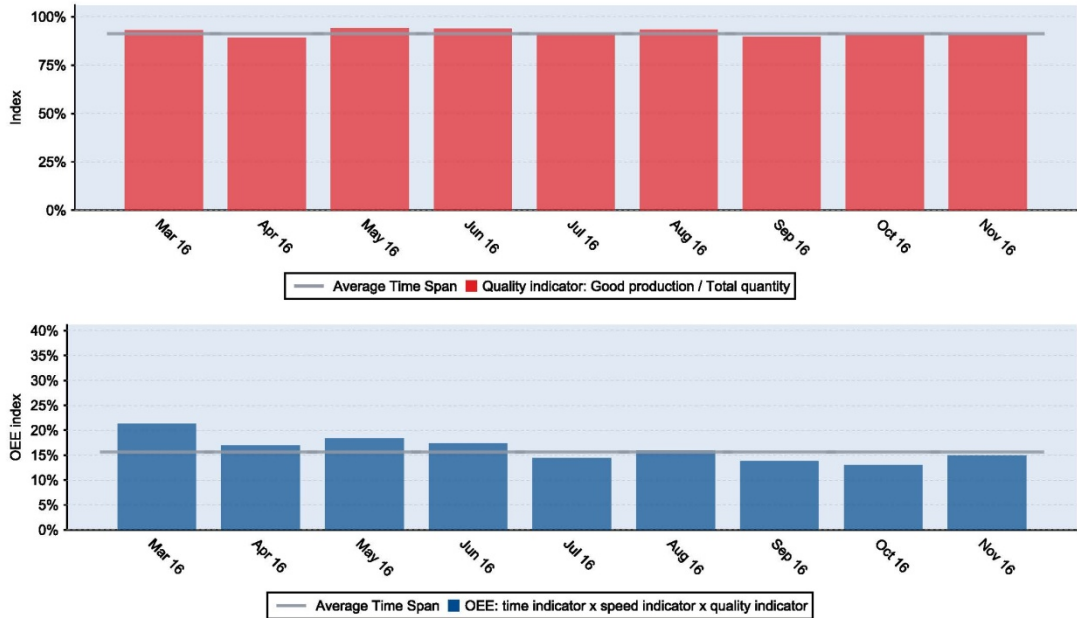
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Quality Index March 2016 - November 2016

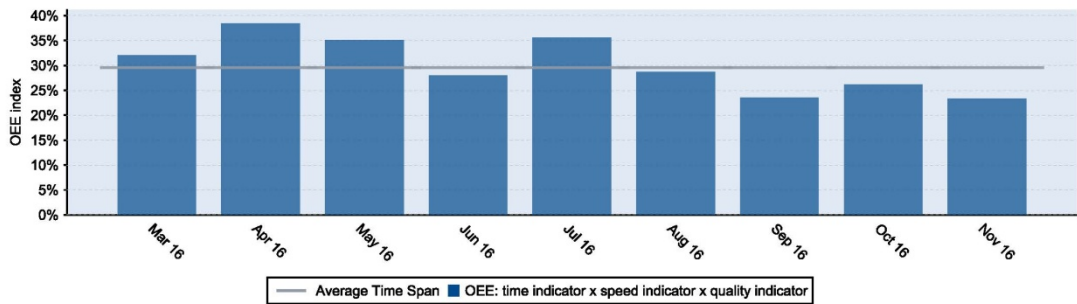
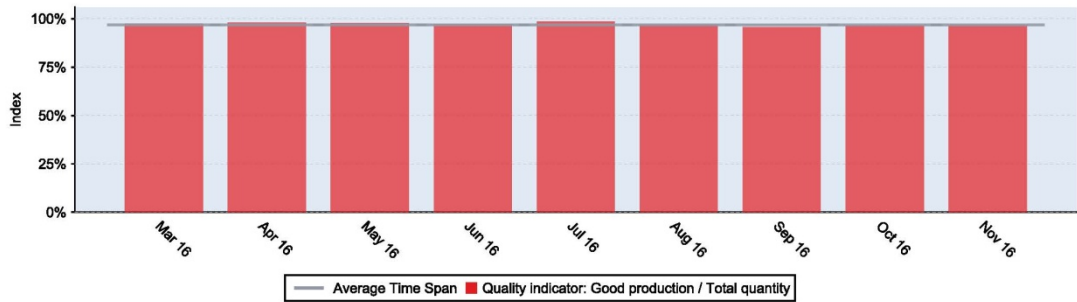
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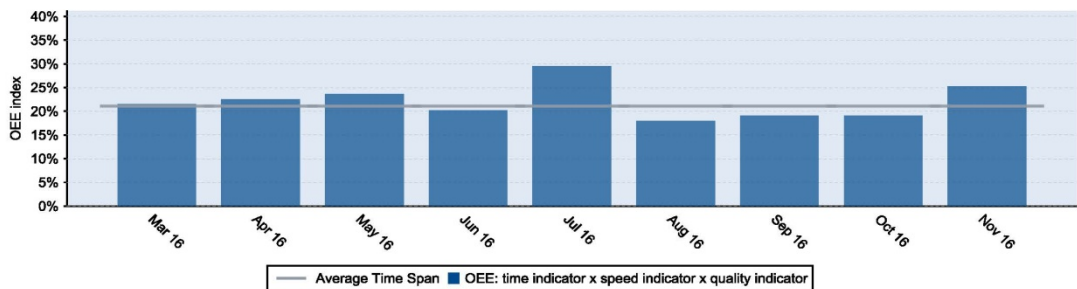
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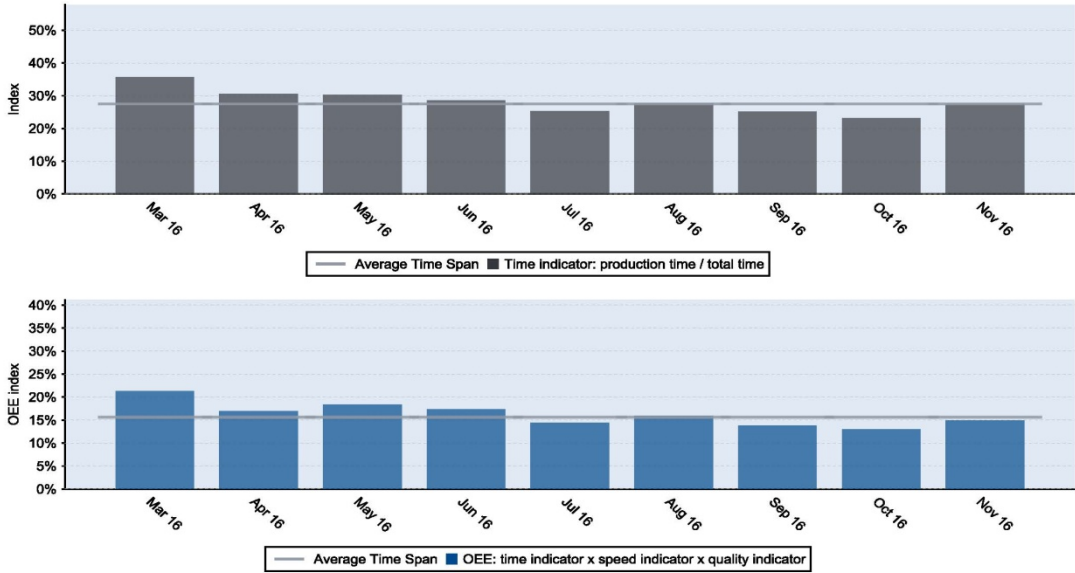
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Appendix X: Time Index

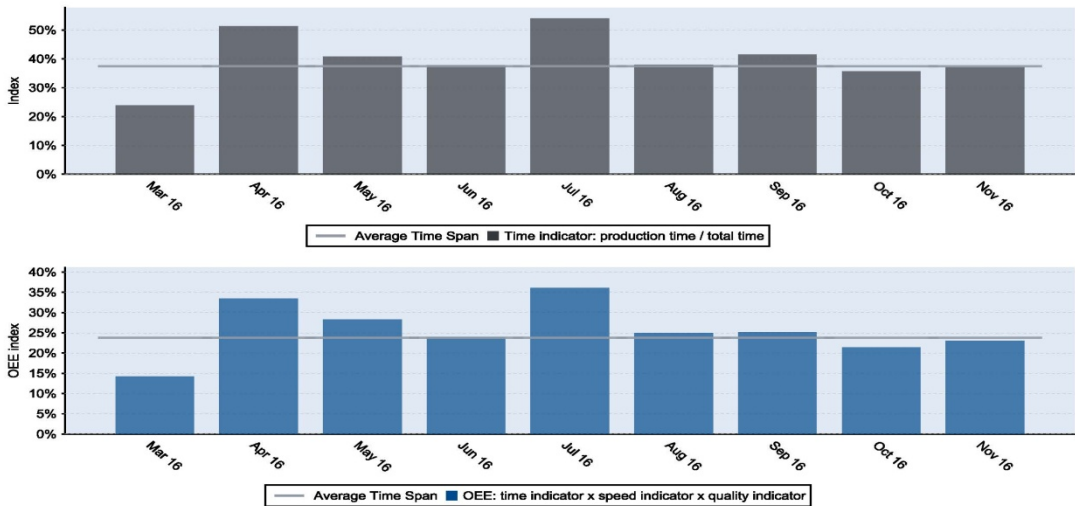
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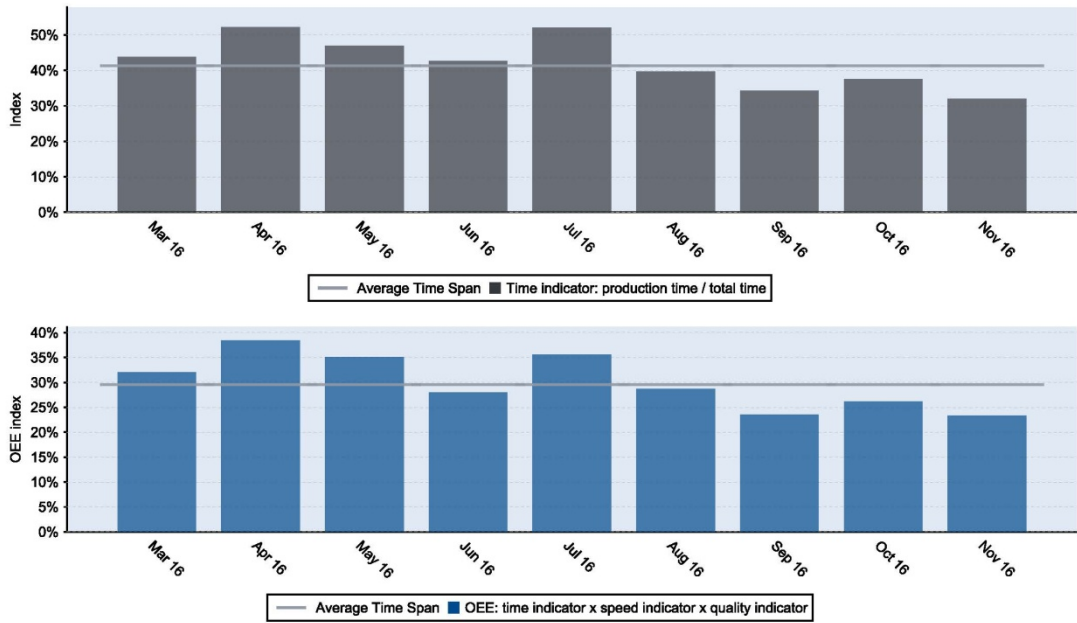
Time Index March 2016 - November 2016

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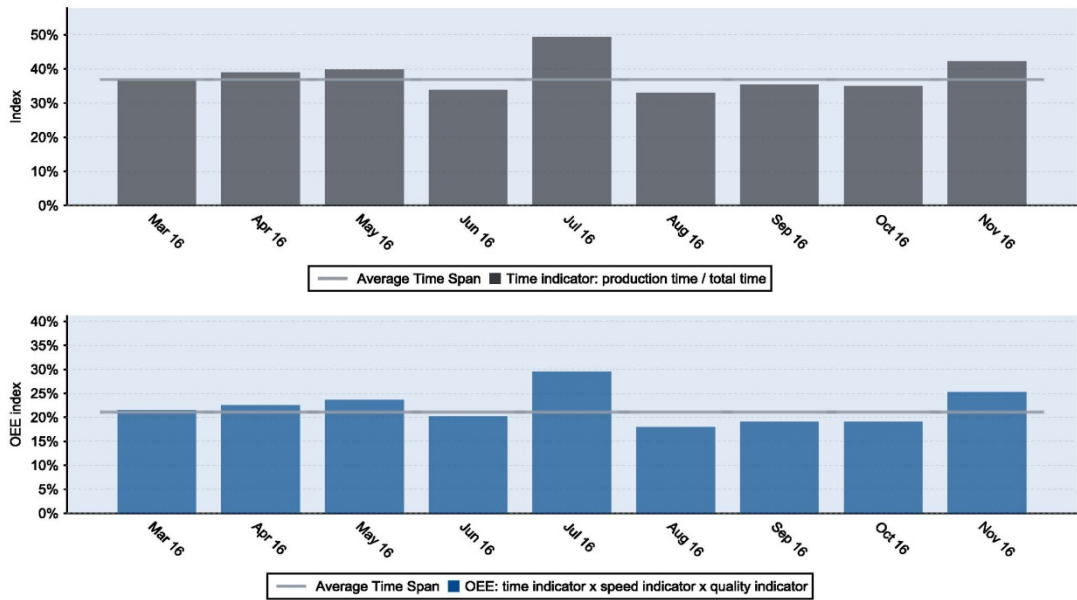
Time Index March 2016 - November 2016

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Time Index March 2016 - November 2016

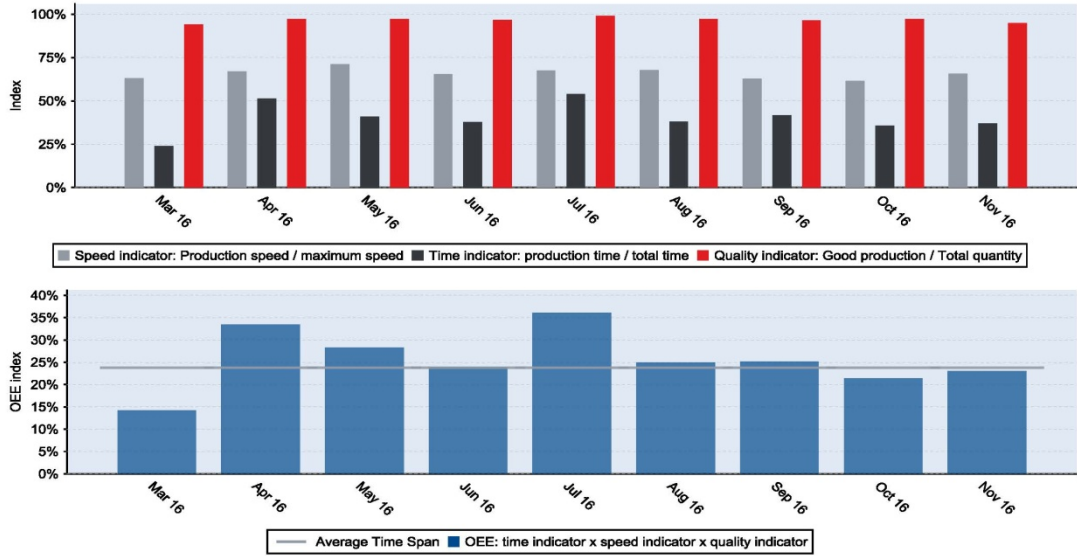
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Appendix XI: OEE Index

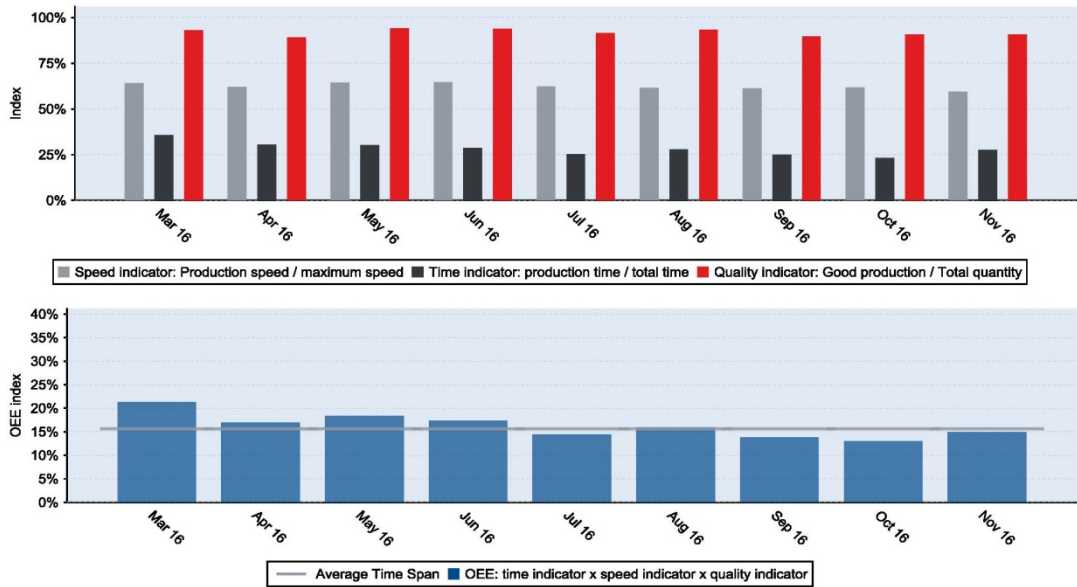
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02SM102-4 / 4093



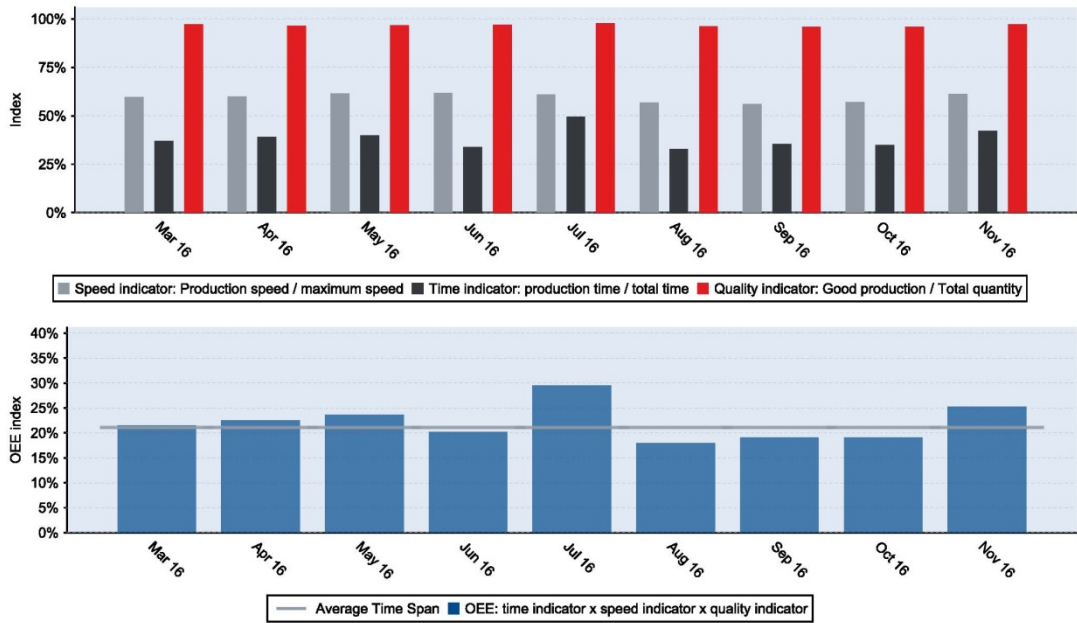
OEE index March 2016 - November 2016

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OEE index March 2016 - November 2016

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