

The Benefits Of Implementing A Digital EPMS System Versus Utilizing A Paper Process

Certified Public Manager Project Report

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February 2, 2023

Introduction

The emergence of technology has had a significant impact on how people conduct their business and store information. In the past, people relied on the paper process to store records; however, with the emergence of technology, most organizations have transitioned to electronic systems. Various processes have transitioned, including the performance management system. Such systems are transitioning from paper-based processes to software tools that can effectively measure and evaluate employee performance. The consequence of such trends is that employers and employees easily align their objectives, enhancing the worker's performance and the institution's bottom line. The need to evaluate the worker's performance has been evident for numerous years. However, the performance reviews that depended on the paper processes could have been more efficient, **flexible**, and consistent. Hence, this paper will evaluate the benefits of implementing a digital electronic performance management system rather than a paper process.

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The Problem

The current Employee Performance Management System (EPMS) process presents challenges with rating staff along the proper timeline of annual review. Deadlines for review are being missed and staff's EPMS are being conducted and completed well after appropriate review timeline. At present time our agency utilizes a paper pdf performance management system disseminated via docu-sign. The current process can be very time consuming causing a breakdown in accurate/efficient performance measurement. This can also cause poor internal customer service for staff.

For this project, the following operational definitions were used:

Performance Management System: A performance management system is a tool or resource, typically a software tool, that companies can use to evaluate the performance of their employees.

Internal Customer Service: Internal customer service is viewing your coworkers, employees, and managers as customers and treating them accordingly.

I aimed to investigate/improve a function within our Human Resource department that is also shared with Supervisors/staff related to performance management activities. I wanted to explore the current EPMS system to improve functionality within the performance management process. Within this paper I will provide information on the benefits of a digital EPMS system versus the current system to provide justification for the request and research. This project will include use of internal customer service satisfaction survey data provided from current supervisors of their satisfaction with the current process, tools, and timeline.

Data Collection

For this project the supervisory staff were all presented with the following 10 questions/statements. These questions/statements were all asked for the purpose of measuring a level of internal customer satisfaction in reference to the current EPMS system and tools utilized within their agency. **Please see Appendix A**

Data Analysis

The survey charts in appendix A provide a visual summary of my findings of an overall low satisfaction rating of the current EPMS process utilized by our agency. The specific questions are all geared toward to the tools, process and timing involved in the current process. Improving internal customer service as it relates to the EPMS process is also highlighted. As mid-level managers are responsible for approximately 80% of the agency's EPMS appraisals each year, they were the best group to utilize to gain a sample for data. To further highlight justification of request for a digital EPMS system I will continue in explanation of the benefits of implementing a digital system.

Recommendations

A performance management process today typically includes software applications made to track, analyze, and assess job performance in a reliable, effective, and impartial manner. The primary objective is to ensure that every worker strives to reach personal objectives that eventually help the organization realize its larger strategic objectives. In several key respects, conventional paper-based methods are frequently different from contemporary performance measurement platforms. Online technologies, for instance, are used by current performance management programs (Bardi & Manghi, 2015). Performance management is simplified,

adaptable, and effective due to these factors enabling a speedier, better, and more equitable procedure. Additionally, they emphasize staff development rather than just praising excellent work or criticizing subpar performance. Rather than being a check-the-box activity, it strives to aid the staff's career development.

This agency continues to use antiquated paper methods, negatively impacting the workers, directors, and the organization. Evaluation is rarely adequately recorded on paperwork because there is scant or no supporting documentation. Additionally, targets need to be more measurable. It is difficult to keep commitments whenever information is not adequately maintained (Kandume, 2021). Gaining credibility is necessary for good management, which entails maintaining one's word and being transparent with requests and feedback. Additionally, the agency can use computerized technology to track what was pledged and create review intervals or notifications to ensure pledges are kept. As a result, it guarantees that hard work is often acknowledged timely.

The electronic performance management system can record feedback, formative assessments, and other remarks digitally. Using this technique, the agency could monitor a person's real-time performance and swiftly amass information about their behavior. Additionally, the agency must be able to pinpoint the root reasons for mistakes or poor productivity (Gao et al., 2016). Whenever providing negative feedback, using the electronic performance management system enables one to make a compelling argument and create a strategy for fixing the issues. Furthermore, more information about each employee's skills, limitations, and performance toward goals can help organizations develop programs to guarantee that everybody is contributing their best work, which will increase the effectiveness of the group.

Commented [WT4]: Is this feedback done in person or digitally?

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The electronic performance management system is not unilateral, unlike paper-based procedures. Staff can discuss their challenges, areas of struggle, and the assistance required. The agency can retain the information and contrast and evaluate it alongside other employee data using a computerized performance monitoring system to spot relationships and correlations. If a digital system is employed, what might appear to be a single demand for improved IT technology on a paper-based system might be considerably larger. This makes a compelling argument for changing things in the workers' best interests. Some employees may only have the opportunity to discuss their conduct with a supervisor during the yearly evaluation.

While using a paper-based system takes a very long time, managers and supervisors can submit extensive appraisal forms and brief status reports in real time with a modern system. Staff can thus more regularly notice improvement attributable to this. Research shows that the typical supervisor performs evaluations roughly 211 hours a year. That much time is spent away from their everyday occupations (Kandume, 2021). A computerized system guarantees speedy information recording. Preparing for the upcoming assessment takes a couple of minutes since rapid modifications can be added regardless of where the managers are throughout the year. Since technology has already been used to evaluate and deliver all the data the human resource administration might require about the employee.

Managers much appreciate the time that computerized assessments save. Managers would need to set up ten sessions and dedicate more time to having back-and-forth dialogues with each employee if they were required to provide paper-based performance reviews to ten employees. With digital evaluations, administrators can score staff on a true/false number scale or multiple-choice, add a few remarks, and then submit the feedback to their staff. An organization could occasionally prefer to wait for performance appraisal. Employees can become

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Commented [PS8R7]: The electronic system more so assists supervisors with being able to provide feedback in a timelier manner which assists in the improved communication. The staff feedback can also be retained for contrast and evaluate alongside other employee data (as printed).

Commented [PS9R7]:

Commented [WT10]: So using an electronic system would eliminate face-to-face communication in the appraisal process?

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less argumentative during digital assessments than in-person and have more time to reflect on their comments before responding later (Rahman et al., 2016). This time to reflect can be very helpful in the face to face meeting to discuss review, promoting articulation of clearer thoughts. Digital employee reviews indicate that the organization provided employees with detailed job data, especially specific expectations. In the eventuality of an unfair dismissal claim, this could aid the corporation. They may also be used by staff to check in on their productivity regularly. Staff may use digital evaluations as evidence in future legal actions, which is a drawback.

A digital performance appraisal can be completed more easily with the help of the digital system for managing performance. An online platform could be more efficient than a web-based version of the standard paper form. It might be connected with a subsystem for staff position descriptions, enabling managers to glean information from the scope of work of a worker and include it in the assessment (Gao et al., 2016). It can also serve as a historical archive, preserving earlier assessments and allowing for comparability across time. The main benefit of such platforms is the simplicity and efficiency through which they provide precise HR-related analyses, in addition to the moment, anywhere availability of information from any computer on the network. Automated solutions also simplify the process for administrators to study performance assessment patterns by enabling them to easily track the degree toward which supervisors timely submit their staff' evaluations.

Self-evaluation by everyone involved in the performance appraisal process, such as the workers, is crucial. Work engagement in the evaluation process is increased when they actively engage in the development instead of merely receiving input. However, because of its extra intricacy, this is a phase that paper-based systems frequently skip (Gani et al., 2016). Streamlining the procedure gets rid of this complication and offers tangible advantages.

Individual self-evaluation, for instance, enables managers to see the performance from the viewpoint of the staff and gain their perspective. It could also aid executives in understanding a team participant's abilities and flaws from their viewpoint, which results in far more insightful feedback.

Evaluation Method

To evaluate the effectiveness of this implementation of a digital EPMS system a survey would be circulated. Both supervisor and staff would be asked to take this survey within a full year cycle of employee review. The questions would be the same with applicable verbiage as the survey that was generated and utilized for this study. The data collected from the satisfaction survey would aid in measuring the efficiency and improvement to the current EPMS process. Taking the satisfaction surveys after a full review year should yield a substantial sample of data to accurately measure the efficiency of the initiative overall.

Conclusion

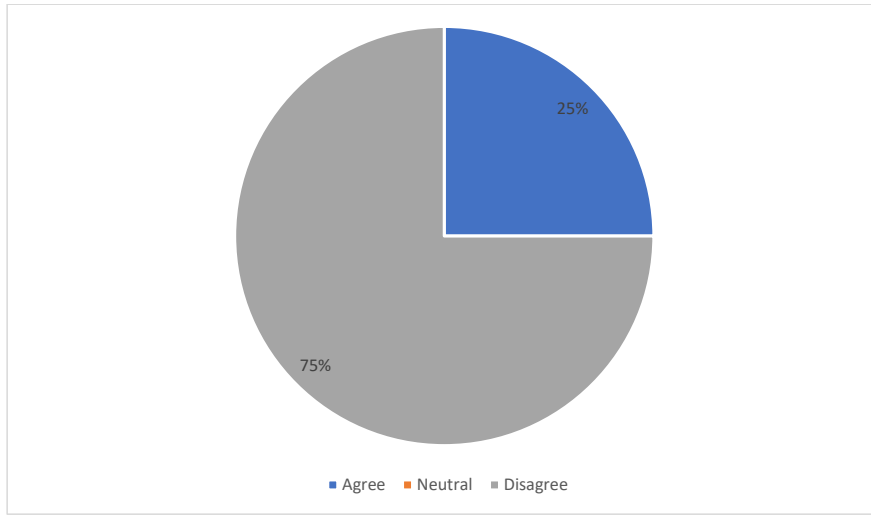
This project evaluated the current mid-level management's satisfaction with the current process as well as showcased benefits of implementing a digital electronic performance management system rather than a paper process to present justification to HR and Executive Management. The performance reviews that depended on the paper processes could have been more efficient, inflexible, and consistent. A performance management process today typically includes software applications made to track, analyze, and assess job performance in a reliable, effective, and impartial manner. The electronic performance management system is not unilateral, unlike paper-based procedures. While using a paper-based system takes a very long

time, managers and supervisors can submit extensive appraisal forms and brief status reports in real time with a modern system.

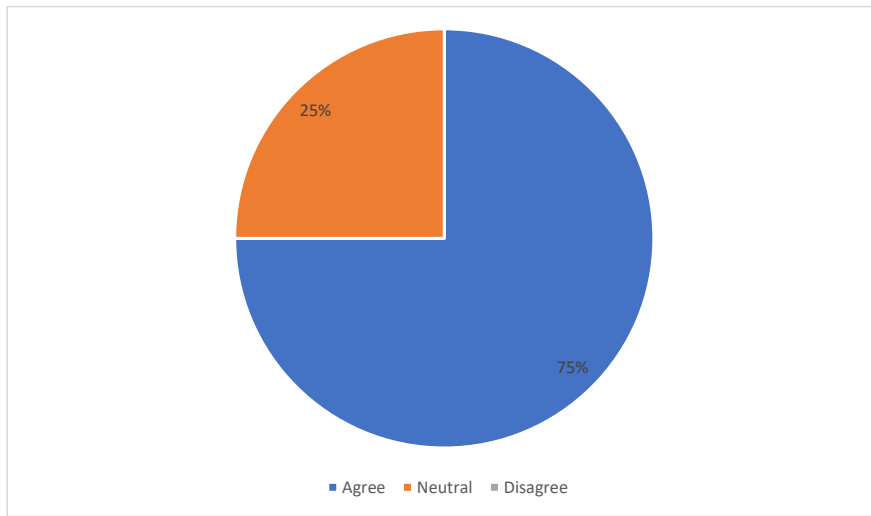
Managers would much appreciate the time that computerized assessments save. Digital employee reviews indicate that the organization provided employees with detailed job data, especially specific expectations. Automated solutions also simplify the process for administrators to study performance assessment patterns by enabling them to easily track the degree toward which supervisors timely submit their staff' evaluations. At current, this project has been successful in that HR has agreed to implement a digital system. The new digital system that the agency has acquired is The Culture Amp System. At current time the agency is working with the company to customize functionality for our specific needs and optimal user efficacy. Please see Appendix B for some visuals of the new system as it is offered.

Appendix A

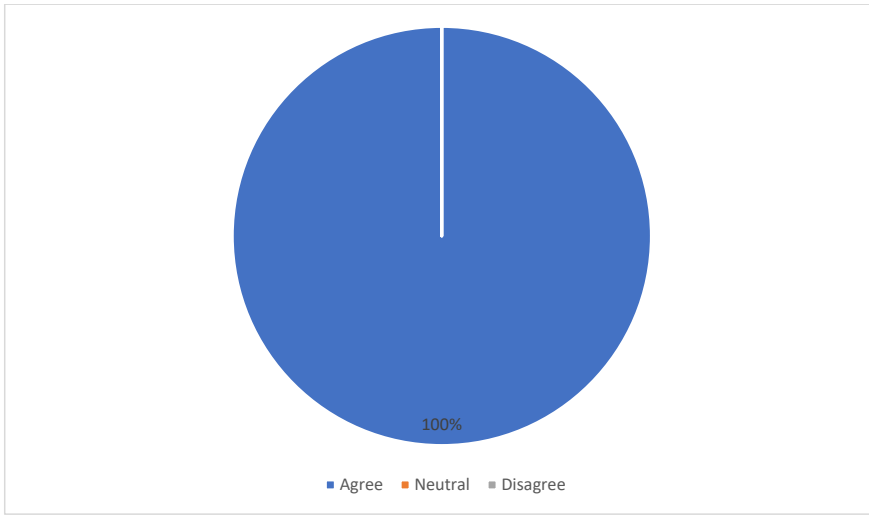
The current EPMS process within my agency is efficient and timely



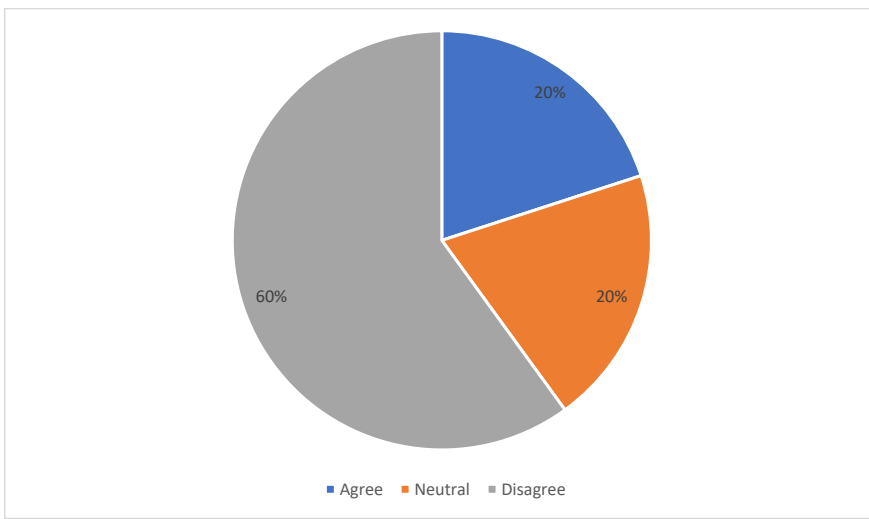
Agency would benefit from a universal review date system utilizing a short- year review period.



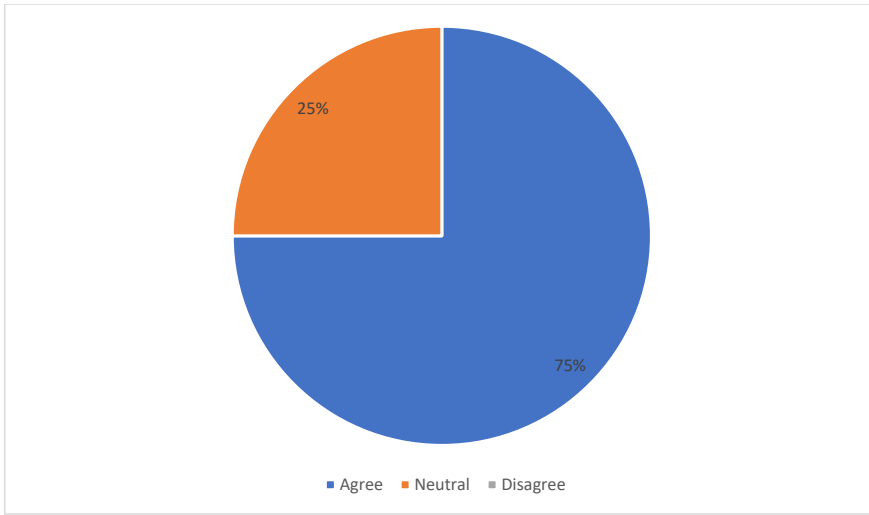
My agency would benefit from interfacing the EPMS system within the SCEIS digital system.



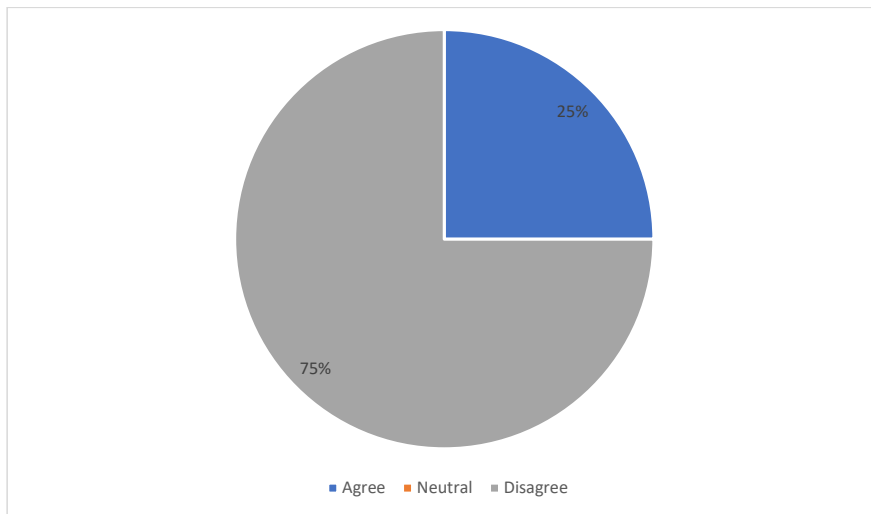
EPMS tools are updated and accessible to me.



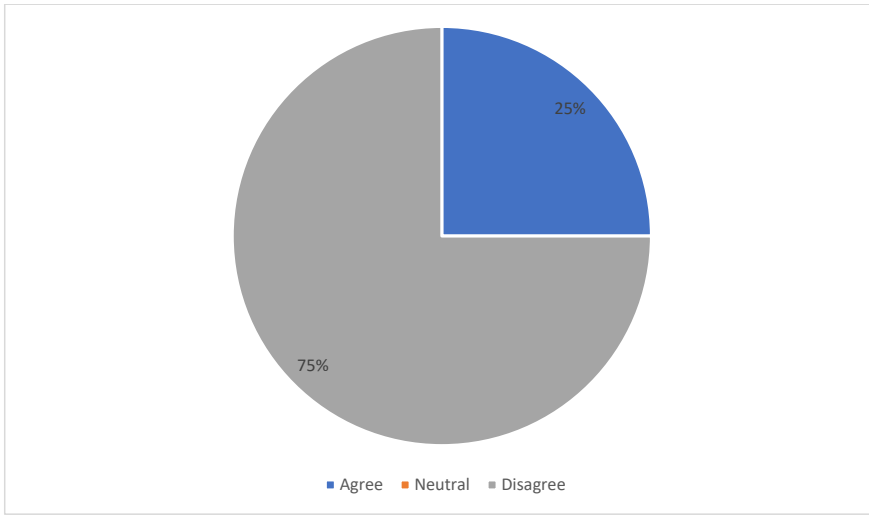
The EPMS tools that my agency utilizes are all consistent in rating with opportunity for leadership input/suggestions.



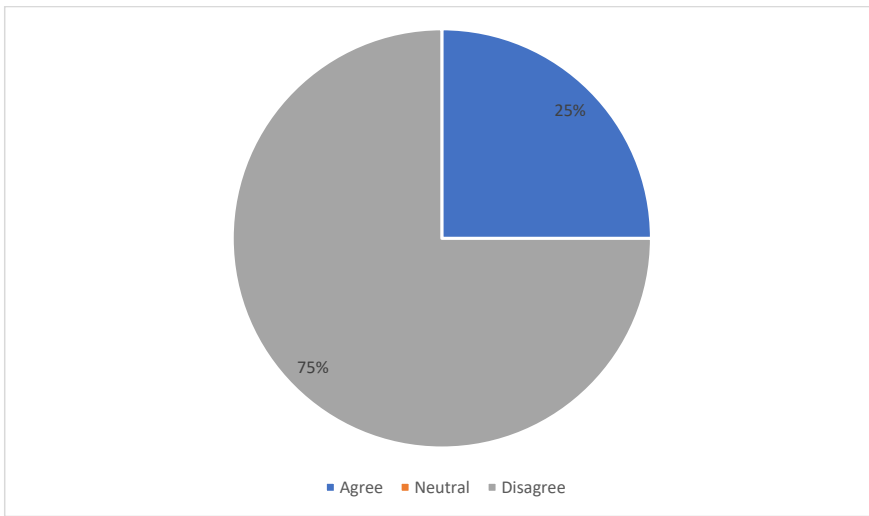
All of my staff have been evaluated on time this year



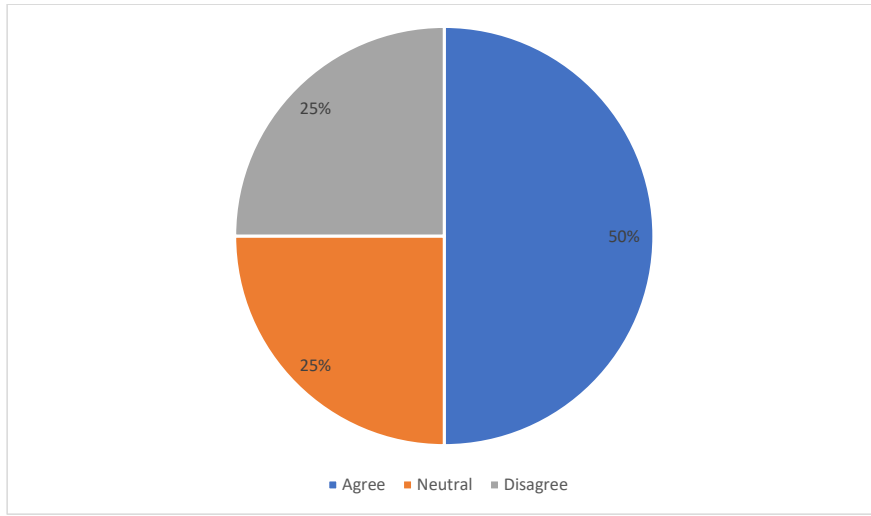
I receive emails from Human Resources (HR) when evaluations for my staff are due.



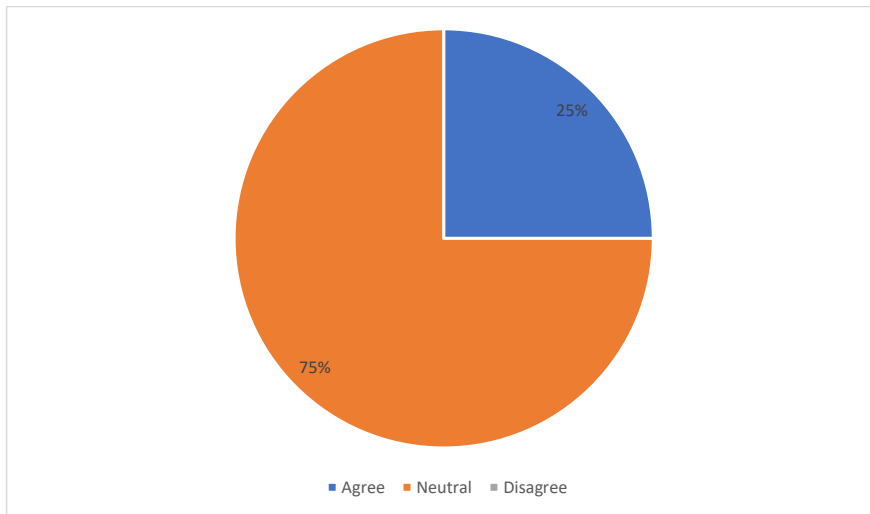
EPMS tools are easily located within my agency.



EPMS tools are returned to me timely to meet with staff and discuss.



The EPMS tools that my agency utilizes are all consistent in core qualifications.

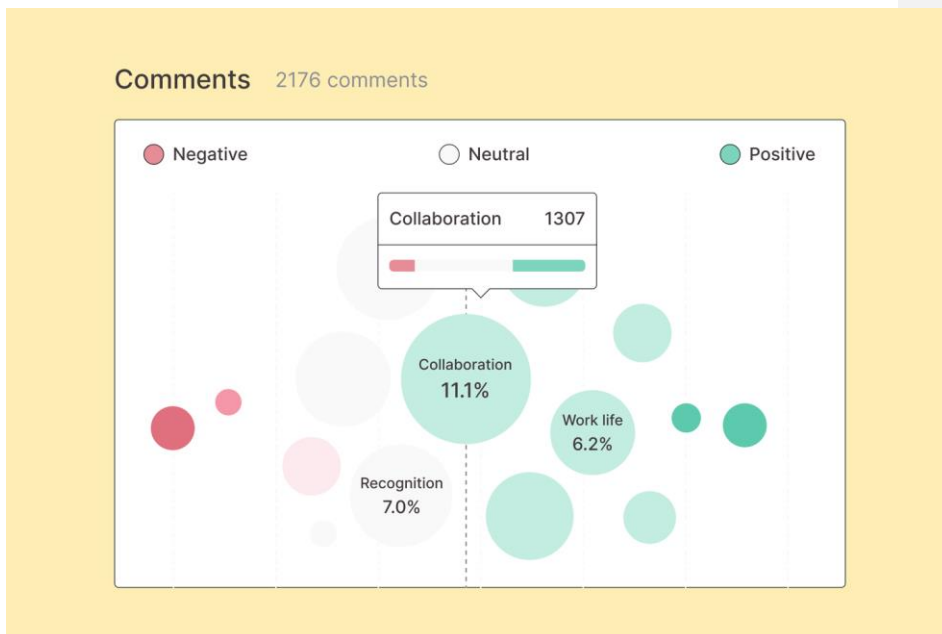


Appendix B

The Culture Amp System

Performance Management system that focuses on the employee experience platform. The company's goals are to transform your organization and build a competitive advantage by putting your culture first. "Don't crunch the numbers, connect the dots"

Finding the signal (save time finding areas of focus in all of the free text comments from your employees. Text analytics uses topic and sentiment analysis to help you quantify and understand what's really going on in your organization.



Demo Link below

[Watch a 5-minute demo | Culture Amp](#)

Goals

Medium

Launch new ebook series by end of Q1

90%

Key results

1. Design the eBook layout
50%
2. Create assets and illustrations
40%
3. Design the front cover
80%



Step 1. Know yourself



Step 2. Build your plan



Plan objective

"I want to build the skills and behavior I need for a stage change in my current role (or at least to get measurably closer to a promotion)."

References

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