

Reforming Government Employees Performance Appraisal System in New Egypt (After the 25th January Revolution)

Aya Maher

Human Resource Management

German University in Cairo, Faculty of Management Technology, El-Tagamoa El Khames,
New Cairo City. Egypt.

Abstract

This study focuses on identifying the modern systems of employees' performance appraisal used by developed countries to reform their appraisal systems since early 1990s, the objective of which is to deduce some useful lessons to reform the performance appraisal system of government employees in New Egypt after the 25th January Revolution, where a complete administrative system reform will take place as part of re-building the country and enhancing its government services for the welfare of citizens. The study discussed the modern appraisal systems used in developed countries like: the Solution Focused Rating (SFR) which focuses on the appraisal method itself, the Performance Pay System which focuses on the appraisal design, the 360 Appraisal method which focuses on the conductors of the appraisal. Other appraisal systems focus on introducing new evaluation criteria, such as Citizen's Satisfaction and Social Intelligence, or focus on the time of evaluation like the Daily Follow-ups and Semi-Annual Performance Appraisals instead of just the annual appraisals. The study was divided into eight main parts which included introduction, objective and importance of the study, research problem addressed, methodology used, data collection method, discussion for the modern appraisals systems in developed countries, problems facing government employees' appraisal system in Egypt and then the conclusion which discussed the results and recommendations of the study.

Keywords: reforming appraisal, solution focused rating, pay for performance, 360 appraisal methods, citizen satisfaction, social intelligence, new Egypt

INTRODUCTION

This study focuses on identifying the modern systems of employees' performance appraisal used by developed countries to reform their appraisal systems since early 1990s, the objective of which is to deduce some useful lessons to reform government employees' performance appraisal system in New Egypt after the 25th January Revolution where a complete administrative system reform will take place as part of re-building the country and enhancing government services for the welfare of the citizens of Egypt. We have witnessed the emergence of modern trends and approaches to improve the performance of the administrative body and its establishments such as the New Public Management approach, the Balanced Scorecard approach, the Benchmarking approach, the Six Sigma approach, and the Total Quality Management approach. It is only natural that these approaches be accompanied by a change in the traditional evaluation methods on the individual level. As a result, the new appraisal systems such as the Solution Focused Rating (SFR) have appeared lately in advanced countries such as in Germany and Austria in 2002 which focuses on the appraisal method. Whereas, the performance-pay system, adopted in US, Britain, Canada, and South Korea focuses on the appraisal design. There is also the 360 Appraisal method, applied in the US and Canada, that

focuses on the conductors of the appraisal. Other systems focus on introducing new evaluation criteria, such as citizen's satisfaction and social intelligence that are used in Japan and Malaysia. Finally, there are systems that focus on the time of evaluation like the daily follow-ups and semi-annual performance appraisals that are used in the US and Japan instead of just the annual appraisals

OBJECTIVE OF THE STUDY

The importance of this study lies in discussing one of the most important topics for the government of New Egypt nowadays after the January Revolution; namely improving civil services systems for the purpose of improving the performance of government employees and rendering better services for the citizens as part of their rights. Hence, the Objective of the Study would mainly be to:

1. Define the reform mechanisms and practices adopted by some of the developed countries to improve their employees' performance appraisal systems.
2. Analyze the adopted systems and practices in these countries related to employees' performance appraisal systems to be able to derive practical experiences that would be useful in improving the practices of

employees' performance appraisal systems in New Egypt.

3.

The Problem Addressed by the Study can be Summarized in the Following Question.

What are the modern methods and mechanisms adopted by the developed countries to reform their employees' performance appraisal systems? And how can we benefit from these countries' experiences in reforming the performance appraisal systems of government employees in New Egypt?

METHODOLOGY

The study adopts the following methodologies :

1. The Analytical Descriptive Methodology: This method is used to review the literature related to the study of the reform techniques of the performance appraisal system of government employees in some developed countries.
2. The Comparative Methodology: This method is used to study the reform and modernization processes of employees' performance appraisal systems in the developed countries compared to the traditional performance appraisal systems in Egypt.

SOURCES OF DATA COLLECTION

Data was collected from various literature in the field including academic journals, books, specialized magazines, scientific thesis, in addition to different publications.

1. General Background on the Employee's Performance Appraisal Process

Studying the history of the employees' performance appraisal system reveals that this system was adopted in ancient civilizations, such as in ancient China, Romans, Pharaonic, and Mesopotamian civilizations. Even up to the modern age, there is a great interest in performance appraisals by the Scientific Management Movement, which uses them as a tool to redesign jobs in a way that supports the use of scientific methods in measuring performance. The Human Relations School was also interested in the performance appraisal process, as it called for the necessity of merging the objective and behavioral criteria when assessing performance (McGraw Hills, 1986). This historical development was accompanied by changes in using the most appropriate term to describe the process. Among the terms used "performance assessment", "performance evaluation", and "appraisal process" (HR-Proof, 2008). Although there are various definitions of the word appraisal, each definition stresses the aim from the appraisal

The performance appraisal system helps in offering a good, objective, and reliable assessment of the employee's performance and motivation, directs behaviors toward achieving work goals, presents

opportunities for employee's growth and development, contributes in fair decisions on salaries, and helps the organization take objective decisions that influence the employee's career (Scott, 2005). In most cases, evaluation techniques which are able to determine how qualified an employee is to be promoted are in most cases lacking in other aspects (Ronald, 1998).

2. Appraisal Method: the Solution Focused Rating (SFR)

❖ A Brief Background about the SFR Concept
In the following section, we will review the SFR method as a modern evaluation method adopted in Germany and Austria. This concept was introduced by the two German Management Professors Steve de Shazer and Imsoo Kim Berg in 2002. They developed the idea in 2006 in their *Solution Focused Management* where they presented a modern managerial idea based on the accurate analysis of assessment results, with the aim of coming up with solutions to the various problems and mistakes, by means of redesigning the internal system of the organization in a way that minimizes the amount of problems. An association called Solutions in Organizations Linkup (SOL) was formed, where specialists, interested academics, consultants, public and private organization managers meet to review successfully applied models based on the concept. In 2006, Bristol Group sponsored the first conference held to discuss this concept in Bristol City, UK (Gunter, 2008).

❖ The SFR Identifying Problems with the Traditional Evaluation System

Among the faults the SFR concept identified in the traditional evaluation systems is assuming that an employee's performance level in most performance criteria is not changing all year long. This is not true of course for an employee's performance, as it changes throughout the year, as shown in Figure (1).

Figure (1) gives an example of the changing performance of an employee in dealing with customers throughout the year. The evaluation ranges from very good (++) to medium (0).

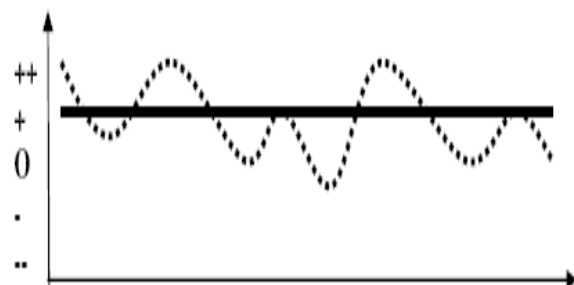


Fig. (1) The changing performance of an employee in dealing with customers.

Source: (Mackergow & Clarke, 2005)

In some cases for example, an employer may grade his employee in relation to dealing with customers throughout the year at a “good” grade level, while the employer might have evaluated that employee as “very good” in certain situations throughout the year. This may lead to a conflict between the employer and employee, resulting in the employer’s justification of the given “good” grade to the employee by mentioning some of the employee’s negative situations to prove that the given grade was more than what the employee deserves. This problem misleads both of them, for the employer cannot tell his employee what are the required behaviors needed to reach the “very good” grade since it not very clear to him. On the other hand, the employee may not know that some of his behaviors are unacceptable since he was graded “good”. This method is unclear

and inaccurate to both sides due to the faulty design of the evaluation system itself. Moreover, the traditional assessment systems focus on changing an employee’s behavior as a way of improving his performance instead of examining the internal work system itself. The new Solution-Focused Rating addresses this problem and finds solutions to it (Mackergow & Clarke, 2005).

C-The SFR Fixing the Traditional Employees’ Appraisal System

The Solution-Focused Rating method requires the employer to score the employee in each performance criterion a grade out of 100 degrees or points varying from very good, good, average, fair, to poor after discussing it with the employee, as shown in Figure (2).

Dealing with customers	-- Poor	- Fair	0 Average	+ Good	++ Very Good
			10%	70%	20%

Fig. (2): An employer distributing 100 degrees or points for an employee’s dealings with customers

This method allows an employee to know both his positive behaviors and negative ones that need to be improved. It also motivates the employee, since every positive behavior is appreciated. Thus, he will not be misled, confusing positive and negative behaviors throughout the year. The SFR method gives the assessor the opportunity to always compare an employee’s performance in different time, to be able to suggest ways of improving the poor behavior.

With the help of this SFR method, solutions can be found for any problem in an employee’s performance or behavior. This is done by amending the organization’s internal system which represents the employee’s work environment instead of focusing on changing the employee’s behaviors (De Shazer, 1997).

The SFR method takes into consideration some of the work-condition aspects when calculating the final score of the employee which helps in eliminating any feelings of injustice on the employee’s part since he knows that his employer understands the hard working conditions he is facing (De Jong, 1997).

D- The Traditional Performance Meetings Versus the SFR Meetings

Table (1): a Comparison Between Performance Meetings in the Traditional and SFR systems

Performance Meetings under The Traditional system	Performance meetings under The SFR Method
1. Stating briefly the purpose of the performance meeting	1. The purpose of the meeting is fully clear to both the employer and the employee
2. Focusing on points of weakness in the employee’s performance.	2. Focusing on points of strength and positive behaviors as a step to improvement.
3. Necessity of adapting with work conditions.	3. Some internal amendments can be made to improve work environment to improve employee’s performance.
4. Discussing in details problems that go back to a year ago.	4. Discussing in details how to achieve future goals by defining the positive behaviors .
5. The assessor always tells the employee what to do, which makes him feel disappointed .	5. The assessor and the assessed agree together on the steps needed for change and improvement.
6. Training the employee to apply the system as it is designed.	6. Training the employee to find solutions and adapt the system to work conditions.
7. Having high expectations that all problems must be solved.	7. Focusing on the possible steps that promote change.
8. Employers rarely show appreciation to employees	8. Employers always show appreciation to employees

Source: (De Jong, 2011)

3. Appraisal Design: Performance-Pay System or Pay for Performance System in US, UK, Canada, and South Korea

The US, UK, Canada, and South Korea adopted the Pay for Performance System to increase the efficiency and competency of public service employees by focusing on the following points (Good & Carin, 2004).

- Setting simple, easily articulated goals for measuring the employee's performance.
- Defining the employee's role in achieving the organizational goal.
- Ensuring that measuring performance in the organization is an ongoing process.
- Sharing daily performance information between the employer and employee helps employees discover problems and correct mistakes.
- Organizing the performance measurement data helps employees interpret results and deduce lessons to improve their performance.
- Accuracy of the appraisal measurement process is the main component ensuring the assessment system's efficiency.
- Setting motivational and suitable goals to be achieved. (Stroh, Gregory Northcraft, Neale & Kern, 2002).
- A study was conducted in the UK in 1980 on a sample of 5000 employees from different organizations. The study deduced that the success of this System depends on having a clear human resources management strategy and the culture of the employees. (Good & Carin, 2004).

A) Examples of Countries that Adopted the Pay for Performance System

❖ The Pay for Performance System in the US

The Pay for Performance System is one of the modern methods that greatly affected performance in US public organizations. Around 400 physicians were subject to a questionnaire to know their impression to the system. The results showed that 7% of physicians completely agreed to the system which raises the level of service and increases efficiency, while 60% suggested distributing the compensation on all employees in the organization, and 90% of physicians declared that distributing compensations is not based on the quality of provided service (Rowe, 2002).

❖ The Pay for Performance System in the UK

Although the Pay for Performance System was applied in the UK in 1980, it was not fully adopted in all health insurance hospitals until 2004. The system offers a 25% increase in a physician's salary based on certain quality measures, such as managing chronic diseases, patients' satisfaction, and carefully managing the healthcare process. Applying the system entailed an annual increase of 40,000 Sterlings in the budget of the Department of Health. Based on that, we understand that the Pay for Performance System forces employees to gain

customer satisfaction with their performance, quality, and behavior, as the system rewards only those who show excellence according to a set of standards, being mainly focused on the quality of service and customer satisfaction (Annals of Family Medicine, 2006).

❖ The Pay for Performance System in Canada

The system proved to be successful in some countries like in Canada, which was not the same in other countries. The system fixed a basic salary and linked any additional payments to performance. The increase may reach up to 25% of the basic salary (Annals of Family Medicine, 2006).

❖ The Pay for Performance System in South Korea

When adopted in South Korea, the System aimed at reforming the wage system in the public sector to be similar to that in the private sector. Yet, one of the disadvantages of the system was the bias of many employers during performance assessments to ensure their control over their employees (Annals of Family Medicine, 2006).

4. Appraisal Conductors: Multi-Raters Assessment or the 360 Appraisal

A- General Background on the 360 Appraisal System
The 360 appraisal system was first applied in one of the US factories in 1987, then it was developed in 1990. The goal of the system is to develop individual skills to improve their performance through the assessment of different people as shown in figure(3) below (Human Resource Management Services, 2011). Major international companies, like Ford, Boeing, Xerox, and some public organizations in the field of healthcare, environment, and gas all over the world apply the 360 Appraisal System (Luthans & Peterson, 2003). Many British public organizations started adopting the modern evaluation systems at the end of the 1980s, such as subordinate assessment, peer assessment, or management by objectives to avoid the disadvantages of the traditional assessment systems and enhance the assessment process as an essential part of administrative work. Basically, these modern trends may have appeared to be in line with government trends to change its management techniques; better known as the New Public Management which was formulated by the end of the 1980s (Doyle, 2003).

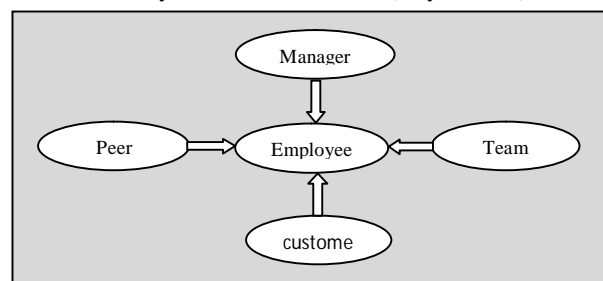


Fig. (3) Shows Participants in the 360 Appraisal
Source: (Human Resource Management Services, 2011).

B- Implementing the 360 Appraisal System in US

More than 5,000 managers worldwide are being assessed according to the 360 Appraisal system. Initially, 6 to 10 persons are chosen with the direct supervisor's approval to carry out the assessment process for some employees electronically with all those who deal with them at work. These forms consist of some questions that measure certain criteria, followed by a blank box for comments on points of strength and weakness. After the forms are filled in, both the employee and the direct manager receive the results of assessment and the HR manager meets with a group of direct managers to discuss the results of assessment. When the results are issued in September. Individual employees are encouraged to discuss their assessment with any of the assessors. The direct manager follows up with the employee the steps taken towards improving his performance on a daily basis, taking into consideration the points made by the assessors. An additional unofficial appraisal is carried out by the direct manager in November to make sure that the performance improvement process is progressing and any deviation is corrected, based on the opinions of the assessors (Lambert & Furnham, 2004).

C- Implementing the 360 Appraisal System in UK

In bank X, the 360 Appraisal process for 7,500 managers included different tests and some discussions with psychologists. The development process was accomplished on the course of two years under the supervision of a team composed of 18 specialists from management and human resources. The program's goal was to develop the performance and skills of executive managers. The minimum number of assessors in this system is six and the maximum is fifteen assessors. The 360 Appraisal process consists of self-assessment, executive manager follow up, discussion with a psychologist, and discussion with a group of assessing executive managers like the direct manager and the HR manager. Then a report including the results is issued for each employee to determine the steps needed for performance improvement. The process takes around eight hours from each participant and this process is done once every three years. A survey inquiring about the satisfaction of bank employees with the system concluded that 95% of the people were satisfied with the system. After six years of applying the 360 Appraisal system since 1997, a considerable improvement in the employees' performance was observed by their assessors (Lambert & Furnham, 2004).

Merging Assessors' Opinions in the 360 Appraisal System in UK

- a. Each assessor gives a grade from 1(needs improvement) to 5(excellent). Then the average of grades awarded by all assessors is calculated.

- b. Each assessor writes few lines commenting on the performance of the assessed employee. The criteria of assessment should not exceed 15 points in around one page or two. This guarantees that the assessment process takes no more than half an hour from each assessor.
- c. Thus, the performance report is composed of a number of opinions and comments written by a group of assessors in assessment of the concerned employee, in addition to the supervisor's opinion. Then comes the role of the direct supervisor or the manager who analyzes the different opinions and summarizes them for the assessed employee. Then the results are given to the group of assessors to discuss the employee's development plan (John F, Robert F & Carol, 1995).

D-Advantages and Disadvantage of the 360 Appraisal System

The most common advantage of the 360 Appraisal System is that it spreads a feeling of fairness among employees, who know they are not subject to the assessment of a biased supervisor or manager (Tinkham & Kleiner, 1993). As for the most common disadvantage of the 360 Appraisal System lies in the fact that many employees do not accept the opinions of others or act courteously when asked to assess a coworker (Coates, 1995).

5. Performance Criteria: Citizen Satisfaction and Social Intelligence

A. Citizen Satisfaction as a Performance Criterion

In the early 1990s and in the light of modern management trends, developed countries became more and more concerned with the issue of citizen's satisfaction in evaluating the public organization's performance in general and the employee's performance in particular. This was a reflection of the citizen's charters in the UK and US. The receiver of service, whether from inside or outside the organization, became an essential criteria in evaluating the government employee's performance. The employees in Queen Mary's Hospital and Bexley Council in Kent, UK, the employees are subject to the appraisal of an independent organization that also conducts employees' performance appraisal based on the management by objectives appraisal method. Both the hospital and the council adopt a system whereby a citizen's satisfaction is always an important criteria in the employee's performance evaluation. As a result, citizen's satisfaction became a major criteria in employee's performance evaluation either directly or indirectly (Bexley Council, 2009).

B. Social Intelligence as a Performance Criterion

The concept of social intelligence spread in the US after the publication of the American psychologist Daniel Goleman's book in 1995, although the concept has been circulating since 1920 among

psychologists and scholars of administrative behavior. In some countries like Japan, Malaysia, and the US, social intelligence became an important criteria for selecting leaders, evaluating and promoting employees in many public and private organizations. Also, the employee in such countries is evaluated on a number of elements that measure his social intelligence like the ability to deal and cooperate with coworkers, flexibility, positive thinking, working under stress .etc. Scientific studies have showed that 85% of high performing individuals is due to their social intelligence (Sosik & Megerian, 1999).

6. Performance Appraisal Meetings and Time: Daily Follow-Ups and Semi-Annual Appraisals

Many organizations in US, Australia, and the UK decided to conduct two appraisals, a semi-annual one for the employee to discuss with his manager any needed remedial steps for his performance on an unofficial basis. While the second one, would be an official one held at the end of the year for the employee to receive his appraisal results and know about the salary increase or promotion(Meyer, Kay, French & John,1995).

7. Problems of Government Employees' Performance Appraisal Systems in Egypt

The problems of government employee's appraisal system in Egypt can be deduced from our analysis of the standardized employee appraisal form used by all government organizations in Egypt as per the civil service law no. 47, 1978. The table (1) below shows a sample of the employee appraisal form used by the General Authority for Veterinary Services which is a government agency.

A-Problems Related to the Appraisal Methods and Current System Design

- (1) Usage of vague words in the assessment forms which may lead every manager to interpret the words according to his/her understanding (Abu Sida, 1996).
- (2) Similarity of criteria/weights in all jobs with various activities and functional level: The study pointed out that the same criteria /weights were used in all the employees' evaluation forms despite the differences in functional levels which will never reflect the true performance evaluation of the different employees in the organization (Ammar, 1991).
- (3) Discretionary evaluation for the secondment and sick leave employees: The law allows the employees who were on a secondment (unpaid vacation to work in a similar position outside the country) to receive the same evaluation score as their last appraisal before going on that secondment (Act 47,1978 and CAO,1990). The law also stipulates that if a worker has been sick for eight months or more, his performance evaluation score will be evaluated as "very good" unless he had received "excellent" in his previous year's report, then he must also

receive "excellent" during his sick leave year(Abu Sida, 1996).

Table (1): Evaluation Criteria in the General Authority for Veterinary Services in Egypt

Evaluation Criteria	Max. Grade	Initial Grade		Final Grade		Points of Strength or Weakness based on the file or any other comments
		Direct Manager	Superior Manager	Direct Manager	Superior Manager	
1- Performance level: Quantity of work: Accuracy of work:	20 25					
2- Administrative /technical skills: - Ability to research and analyze: - Ability to develop skills and knowledge - Ability to assume responsibility	10 10 10					
3- Behavior skills: - Work relations - Discipline	10 15					
Total	100					

Source: (General Authority for Veterinary Services in Egypt, 2005)

- (4) Negative aspects in performance reports: One of the negative aspects of this system is including an employee's punishments in his performance report as it might help in the manager's bias during his evaluation to the employee (Ammar, 1991).
- (5) Lack of recorded evidence to use in the performance report: Act 47 of 1978 stipulated that an employee's performance reports should be based on actual incidents recorded in the employee's records in the file instead of building it on the manager's personal impressions (Sayyad Ahmed, 1985).
- (6) Giving much attention to the form's appearance more than its content: Many developing countries give more attention to the form's appearance compared to its content(Abu Sida, 1996).

B- Problems Related to the Assessors

- (1) **Lack of feedback on the employee performance:** No effective channels of communication between the employees and his manager to provide the necessary feedback to

employees, especially those who are in direct contact with customers (Abu Sida, 1996).

- (2) **General problems with the performance evaluation system:** Some assessors do not know how to fill in the evaluation form and others do not understand the evaluation criteria, they may never also record notes on an employee's performance and behavior with customers or colleagues during the year (Anan, 2006). The whole evaluation system is highly subjective, since 99% of employees receive "excellent" grades regardless of their performance which may lead to the deterioration of the performance system among government employees (Al Sawwaf, 1992).

C-Problems Related to the Performance Criterion

- (1) **Problems related to the law of awarding special grades:** Referring to Act no. 47 of 1978 regulating civil servants affairs in the Public Sector in Egypt, and its amendment no. 115 of 1983 and no. 34 of 1992, it is noticed that the law defines the reasons for awarding an "excellent" grade based on certain criteria (Act 47 of 1978). Yet the law neglects modern criteria essential in assessing an employee's performance -such as the components of social intelligence. A customer may complain of an employee's bad behavior, but the complaint is rarely considered in his performance evaluation. This problem with the system leads to a huge gap between the government employees' performance evaluation and the customers' satisfaction with the service rendered by these employees (Sayyad Ahmed, 1985).

D- Problems Related the Performance Appraisal Meetings and Appraisal Time

The current measurement system takes place once a year before issuing the final evaluation report, with no periodic or mid evaluations in between, thus employees are not notified with their points of weakness earlier be able to improve their performance and correct any mistake they have committed (Amendment Act 34,1992).

RESULTS AND RECOMMENDATIONS

After discussing the modern evaluation systems adopted in developed countries, we can sum up the results of the study in relation to the previous points as follows:

1. Appraisal Method: The Solution Focused Rating (SFR)

- (a) The SFR method helps in treating the shortcomings of the traditional evaluation systems as the employer divides the 100 degrees among the performance criteria to award the employee "very good", "good",

"fair", or "poor". On the other hand, the SFR system shows the actual change in the employee's performance throughout the year and they are more accurate.

- (b) The SFR method focuses on making some changes in an organization's internal systems and regulations, in addition to giving employees the necessary counseling or training for improving his performance.
- (c) The SFR method takes into consideration the working conditions when calculating the final employee's score, while this point was neglected in the traditional evaluation system.
- (d) The SFR method corrects the defects in the traditional appraisal system, like clarifying clearly the purpose of the meeting by managers, focusing more on the points of strength of employees as a means of improvement, involving employees in setting future plans, strategies and the required change.

2- Appraisal Design: Performance-Pay System or Pay for Performance System

The design of a Pay for Performance System must:

- (a) Clearly and accurately define the goals of both the organization and the employee.
- (b) Should help the employees achieve the desired results.
- (c) Encourage organizations to implement a clear HR strategy in coordination with all the departments.
- (d) Include objective, clear, and measurable criteria.
- (e) Help in giving feedback to employees to improve their performance and not to control them.
- (f) Make performance measurement inside the organization an ongoing process and not limited by time.

The system must be supported and enhanced by:

- (a) Seeking employees' opinion in the system and involving them in all policies and regulations.
- (b) Receiving counseling and suggestions from HR experts.
- (c) Continuous training for employees.
- (d) Creating a motivational work environment for employees.
- (e) Ensuring the transparency of the compensation and benefits system for all employees to create a trustful and satisfactory work environment for them.

3-Appraisal Conductors: Multi-Raters Assessment or the 360 Appraisal

- (a) The system allows the manager to review his employee's performance with the different assessors which helps in better employee performance.
- (b) The HR manager or the employer must clarify to all employees the purpose and advantages of

the 360 appraisal system and explain how it helps in improving the competitiveness of both the organization and individuals.

- (c) The Human Resource Management department should help on training employees on the evaluation process and how to set the assessment criteria needed for each managerial level.

4- Performance Criteria: Citizen Satisfaction and Social Intelligence

The criteria for citizen's satisfaction and social intelligence became two essential criteria for assessing employees' performance in the modern appraisal systems.

5-Performance Appraisal Meetings and Appraisal Time: Daily follow-ups and semi-annual appraisals

- (a) The role of the manager in the appraisal meetings changed from a prosecutor judging an employee and trying to pick mistakes for the employee into a counselor discussing with the employee the future plans for improvement.
- (b) The evaluation process requires managers to follow up with their employees on a daily basis. An informal evaluation is conducted in the middle of the year for corrective actions to be taken by the employee, while the formal one at the end of the year is used for promotion and incentives purposes.

6- Problems of Government Employees' Performance Appraisal System in Egypt

- (a) Problems related to form design and process such as vague criteria in the evaluation forms, similarity of the evaluation criteria for different jobs, using the same relative weight to the different criteria used in assessing employees with different functional tasks, including the employee's punishments or penalties in the employee's performance evaluation report, concentration on the appearance of the form more than its content and lack of any recorded evidence or previous reports related to the employee's performance during the year.
- (b) Problems related to the evaluation criteria such as subjectivity of the performance criteria and the problems related to the law itself in estimating the evaluation scores for the secondment or the sick leave employee.
- (c) Problems related to the appraisal time since the appraisal is conducted once per year, it does not achieve the purpose of providing continuous assessment for an employee's performance.

RECOMMENDATIONS

- 1- The adoption of the Solution Focused Rating (SFR) system in government organizations in New Egypt will require: a change in some of

the internal policies and procedures of these organizations, intensive training for managers on how to administer the SFR system, conduct appraisal meetings, focus with employees on how to find solutions instead of concentrating on the problems by reviewing the organization's internal system and creating a better work environment for employees to help enhance their performance instead of concentrating on changing their behavior.

- 2- The implementation of the Performance Pay System in governmental organizations in New Egypt will necessitate some changes in these organizations' internal system, clear definition of these organizations' goals and objectives, specific standards for measuring the employee's performance. In addition to that, the system needs to be supported by creating a motivational work environment for employees and involve employees in the design, implementation of the system and train them on how to apply it through the support of HR specialists.
- 3- The implementation of the Multi-Raters Assessment or the 360 Appraisal System in our public organizations in New Egypt will necessitate an intensive training and awareness for government employees on how to evaluate others without bias.
- 4- The two criteria for citizen's satisfaction and social intelligence should be included in the employees' appraisal forms.
- 5- The evaluation process should be an ongoing process through the follow ups and semi-annual appraisals.
- 6- It is necessary to reform and modernize all the HR practices in our organizations in New Egypt as employee's performance appraisal system is based on the accuracy of all the HR practices since it is all an integrated system and dependent on one another. This will necessitate a new civil service law instead of law 47, 1978 to be able to accommodate these modern appraisal methods as part of the reform process

REFERENCES

Act no. 47 of 1978.(2005). Regulating Civil Servants in the Public Sector, Issue 23. Egypt: General Authority for Al Amiria Press Affairs. (Amended by Act 34 of 1992, articles 28, 32 and 33). *Arabic Translation.*

Abu Sida. (1996). Evaluating Government Employee Performance Assessment and its Effect on Employee-Related Decisions, applied on Government Employees of Cairo Governorate Bureau and its Districts, Ph.D. thesis, Business Administration, Azhar University, Faculty of Commerce, Department of Business Administration. (*Arabic Translation.*)

- Al-Sawwaf, Maher. (1992). Studying the Effectiveness of Performance Proficiency Reports in Government Departments in Sohaj, King Abdul Aziz Military Academy Magazine, 1413(23):110-111. (*Arabic Translation*)
- Ammar, Hassan. (1981). Criticizing Performance Assessment Systems. *Majallat Maktabat Al-Idarah, Riyadh* (2), 290-94. (*Arabic Translation*).
- Annals of Family Medicine. (2006). The UK National Health Service and Pay for Performance: Lessons for the United States, 4, 275-276.
- Bexley Council – Customer Focus (2009). Listening to what you say. Retrieved from <http://www.Bexley.gov.uk/contact/customerfocus>.
- Coates, Dennis E. (1995). Multi-Source Feedback: Seven Recommendations, *Career Development International*, 1(3): 32-36.
- De Jong, Peter. (2011). *Interviewing for Solutions*. US: Brook Cole.
- Doyle (2003). *Work and Organizational Psychology*. UK: Psychology Press.
- Good, David A. & Carin, David A. (2004). Individual and Organization Performance Arrangements, Kaliningrad Workshop (Prepared by the Canadian Team as Part of CEPRA Project on Sector and Regional Specifics of Reformation of Budgetary Institutions for Kaniningrad Workshop).
- Gunter, Lueger, Korn & Hans. (2008). *Solution Focused Management Series*, Deutche National Bibliothek, Germany.
- HR- Proof. (2008). *Building Capabilities Human Resource Professionals* .
- Human Resource Management Services. (2008). Why 360? (UK). Retrieved from <http://nt.rmsuk.com/360/MainPage6.HTML>.
- Lambert, Andrew & Furnham & Andrian. (2004). *Effective Use of Feedback and Multi-Rater Appraisal*, Career Research Forum, London.
- Luthans, Fred, Peterson & Suzanne. (2003). 360 Degree Feedback with Systematic Coaching: Empirical Analysis. *Human Resource Management*, 4 (3): 243-244.
- Mackergow Mark, Clarke & Jenny. (2002). *Positive Approaches to Change Applications of Solutions Focus and Appreciative Inquiry at Work*. UK: Solutions Books.
- McGraw Hills Publisher. (1996). *Performance Appraisal: The Human Dynamics*. US: Video Film.
- Meyer, Herbert, Kay, Emanuel, & French, John, R.P. (1995). Split Roles in Performance Appraisal, *Harvard Business Review*, 43: 123-129.
- Milliman, John F, Zawacki, Robert F, Norman & Carol (1995). Companies Evaluate Employees Perspectives. *Personnel Journal*, 73(11):1-5.
- Robert, Tinkham, Brian H & Kleiner. (1993). *New Approaches to Managing Performance Appraisals*, *Work Study*, 42(7):1-2.
- Ronalad G., Edward, Calvin J. & William. (1998). Performance Appraisal in Academic Libraries: Minor Changes or Major Renovation?, *Journal of Library Review*, 47 (1): 14.
- Rowe, John W. (2006). Pay for Performance and Accountability: Related Themes in Improving Health Care. *Annals of Internal Medicine*, 145 (9): 695-699.
- Sayyed, Ahmed. (1985), *Evaluating Proficiency as an Administrative Tool of Employee Control—A Theoretical Model applied on the Public Sector*. Ph.D. thesis, Business Administration, Zaqaziq University, Department of Business Administration. (*Arabic Translation*)
- Scott, William. (2005). *TQM Expected to Boost Productivity, Ensure Survival of US Industry & Aviation*.
- Shazer, De Steve. (1997). *Putting Difference to Work*, USA: Norton & Co, Inc.
- Sosik, John J., Megerian & Lara E. (1999). Understanding Leader Emotional Intelligence and Performance Group & Organization Management, 24 (3): 367-368.
- Stroh, Linda K., Gregory, B., Northcraft, Neale, Margaret & Kern, Marie. (2002). *Organizational Behavior: A Management Challenge*, Lawrence Erlbaum Associates, UK.
- The Central Agency for Organization and Administration. (2005). Periodical no.8, Rules and Regulations of Preparing and Verifying Civil Employees Proficiency Reports. (*Arabic Translation*)
- The Central Agency for Organization and Administration. (1990). *Civil Service Guide in Egypt*, pp: 232-234. (*Arabic Translation*).