

An Overview of the Development of a Computerised Employee Performance Measurement Tool – ECAS

Siew Hock Ow* and Hen Wan Chen

Department of Software Engineering, Faculty of Computer Science and Information Technology, University of Malaya, 50603 Kuala Lumpur, Malaysia

*Corresponding author: Email: show@um.edu.my

ABSTRACT

It is always said that the employee is the most important asset to a company in K-economy, especially in the Information Technology (IT) industry. However, many companies are not able to measure the real value of this so called “most important asset”. Today, there are various development tools that can help IT professionals develop software more efficiently. There are, however, not many tools or performance evaluation systems that can be used to quantify employees’ contribution to the company. Flawed or weak performance evaluation system fails to reward star performers, fails to provide encouragement and guidance to borderline workers and fails to give proper feedback to those whose work is substandard (Johnson, 2001). This paper highlights the establishment of a measurement model, the Balanced Appraisal Model (BAM) and the development of an automated competency measurement tool, Employee Competencies Appraisal System (ECAS) to measure the competencies of employee involved in software development such as analyst programmer, software engineer and system analyst. This model measures an employee’s performance from three different perspectives - personal traits, business competencies and technical competencies.

Key words: Performance appraisal, Balanced Appraisal Model, BAM, Employee competencies, Employee Competencies Appraisal System, ECAS

INTRODUCTION

The most important asset to an IT company is the knowledge of their staff but yet still many companies do not know how to measure the real value of this so called “most important asset”. A survey conducted by McKinsey on a poll of managers at big companies found that only 16% said their employer could even recognise the difference between star employees and slackers (Jenkins, 2001). A lot of companies use the same performance evaluation system for all staff in the company, regardless from which department they are. This one-size-fits-all evaluation system is not only unable to evaluate ability of software development staff, but also creates a lot of dissatisfaction among employees because the evaluation is based on some factors that are not related to their work. Unfortunately, this is the normal practice in most companies. Some companies may have the performance evaluation form that focuses on personal attributes of employees. This kind of evaluation form is easier to fit into all departments because it does not measure the values required for a specific job function.