
THE SYSTEM OF THE LABOR RATING AS THE METHOD OF THE LOCAL GOVERNMENT EMPLOYEES MOTIVATION (EXEMPLIFIED BY THE ADMINISTRATION OF SAMARA)

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The present article considers and analyzes the methods of the personnel labor efficiency criteria rating on the example of the Administration of Samara taking into consideration the labor characteristics of the local government employees. As the author truly believe, by applying these methods one can favor the stability of the local government employees motivation system. The primal aim of the local government employees labor efficiency rating and its application is to identify and reveal the dependence of the labor results correlation and the methods of the employees motivation.

The personnel labor rating is designated to promote a better usage of the human resources of an organization with the help of closer interaction of the objectives, to be fulfilled during the rating, with some other directions of work with the personnel, particularly with the process of the organization personnel motivation.

The rating system that is applied at the organization should, after all, improve the labor efficiency of all the categories of workers. The labor rating makes it possible to make a kind of compliance of the labor figures with the preset requirements and norms, which is to help to reveal the aspects of the personnel labor that need certain improvement.

While developing the system of the personnel labor rating, it is crucial and indispensable to decide upon the criteria that would underlie the further rating. Among the criteria that widely spread in the personnel rating are the quantitative ones of the labor figures, quality and the individual characteristics of this or that worker.

In order to overcome the problems successfully, that is to be covered by the system of the personnel labor rating, this very system should meet the basic demands: to be held on the regular basis; to be objective; to be transparent and comprehensible to the personnel itself; to be just and in the eyes of the workers; to be the stimulus to a more efficient labor; the rating

results, be they positive or negative, should be perceptible to a worker.

Consequently, stimulation (or punishment), according to the rating results, should come inevitably.

Taking into consideration a wide range of the local government employees work and responsibilities, the labor rating should be done with the help of the method “360 degrees”. The personnel rating, based on the method “360 degrees”, gives an opportunity to receive a characteristic of the business and personal qualities of a worker under the rating, the ones that do really exist; and the source of information is the entire circle of people who communicate and deal with this worker of different levels: managers, colleagues, subordinates, clients.

By applying the method “360 degrees”, the author of the article illustrates below the criteria of rating for the local government employees (chief municipal and senior municipal posts) at the Administration of Samara (the data of posts is the most multiple one).

Following the method, the specialists of the departments, with whom the employee under observation and rating communicate and deal with, are offered to rate him according to the criteria listed below in the figure. The rating is to be done with the help of the rating scales method when each figure is given certain grade (5 - very high level; 4 - high level; 3 - average level; 2 - below average; 1 - unacceptable).

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The author suggests the following pattern of the labor efficiency rating of the local government employees that is supported by the scaling technique including the following criteria:

1. The quality of work, carefulness, accuracy - the work is done by the worker without mistakes (or with insignificant drawbacks which are corrected by himself), carefully, precisely and thoroughly (from 1 to 5 grades).

2. Quantity and tempo of work (quantitative figures) - the work is done by the worker within the designated quantity and tempo (from 1 to 5 grades)

3. Responsibility and discipline (the rating grades are listed in the brackets) - during working hours the worker is busy with his work, if there are non-attendances, they are for the reasonable excuses (from 1 to 5 grades).

4. Respective attitude towards the organization and the staff (the rating grades are listed in the brackets) - individual characteristics of the worker meet the demands of the organization for personal and business qualities (from 1 to 5 grades).

5. Politeness, readiness to assist the client (the rating grades are listed in the brackets) - moral and ethic peculiarities of the worker meet the demands of the organization (from 1 to 5 grades).

6. Dealing with the work of special importance - the work that is connected with a large scale of information, that require an intellectual approach, the results of which can determine the middle- and long-term objectives of the organization, and also the strategic ones (the rating grades are listed in the brackets). In this very case, one can proceed with extra explanations that enable to make a rating:

(5) 75% of the worker labor is connected with the work of special importance.

(4) 50% of the worker labor is connected with the work of special importance. (3) 25% of the worker labor is connected with the work of special importance.

(2) 10% of the worker labor is connected with the work of special importance.

(1) 5% of the worker labor is connected with the work of special importance or absence of such a kind of work.

7. Application of the most innovative ways, methods of labor and transfer of experience and

skills to younger workers - application and introduction of the most innovative ways of work, new informational technologies, program software, training of younger workers of these new methods of work (from 1 to 5 grades).

8. Operability and professionalism in solving the problems that are the part of the worker's competence - tempo of work operation, absence of mistakes and their compliance with the intra-organizational standards of work activity (from 1 to 5 grades).

9. Competence in making management decisions - a high level of application and introduction of the precise methods in making management decisions, compliance of the decisions with the up-to-date professional requirements, adequacy of the decisions under the present working situation (from 1 to 5 grades).

10. Efficiency of the management decisions to be made - compliance of the final result, received during the realization of the decision, with the preset objective (the rating grades are listed in the brackets). In this very case, one can proceed with extra explanations that enable to make a rating:

(5) Compliance of the final result, received during the realization of the decision, with the preset objective reaches 90% of cases.

(4) Compliance of the final result, received during the realization of the decision, with the preset objective reaches 75% of cases.

(3) Compliance of the final result, received during the realization of the decision, with the preset objective reaches 50% of cases.

(2) Compliance of the final result, received during the realization of the decision, with the preset objective reaches 25% of cases.

(1) Complete non-conformity of the final result, received during the realization of the decision, with the preset objective.

Extra rating papers attached to the table include the patterns of the local government employee characteristics rating and also the personal characteristics which include communicability, attentiveness, emotional stability (from 1 to 5 grades for each point) and business qualities which in themselves include initiative, independence, responsibility (from 1 to 5 grades for each point).

The results of the qualifying evaluation are to be endorsed to the general table with the

Rough form of the summary list of the chief municipal and senior municipal posts labor rating

№	Rating of the interacting departments	Criteria of rating					Final sum of the grades
		Quality of the done work, carefulness, accuracy;	Quantity and tempo of work	Responsibility and discipline	Respective attitude towards the organization and the staff	Other criteria...	
1.	<i>Direct manager</i>						
...	<i>Other departments of the Administration*</i>						
		Results of the qualifying evaluation					
		Cumulative effect					

Comment to the table:

* The Administration machinery, organization department, general department, outreach department, public complaints and appeals department, sector of informational and computer systems, civil protection department, department of youth affairs, physical training and sports, consumer market and services department, economic department, sector of registration and distribution of real estate, department of mobilization work, architecture department, accounting department, administrative commission, regulatory department, department of welfare payments.

help of the following grades: 5 - evaluation is passed, 0 - evaluation is not passed.

On the basis of the evaluation paper, received as a result of the interaction between the specialist and the corresponding department, there should be compiled a summary list with indication of the received grades, from the minimal 216 to the maximal 1080 grades. It will be recalled that the calculation and processing the exemplified grades are done with due consideration of all the existing subdivisions; therefore, at the moment of the worker labor rating, the evaluation table only highlights the departments with which the worker deals exactly and the rating based on the present method is done directly by them (Table).

By applying the method of direct ranking which is used in case of evaluation according to several criteria, the manager of the rating procedure calculates the overall sum of grades received by the specialist and then redistributes them depending upon the overall sum of grades (calculated on the basis of all the listed departments of the Administration):

216-388 - fails to correspond to the work status, unacceptable level,

389-475 - below the average level,

476-820 - average level,

821-907 - above average level,

908-1080 - very high level, excellent figures.

The present distribution is pre conditioned by the fact that, in accordance with the law of normal distribution, 20% of specialists acquired the highest level of efficiency, 10% - below the average level of efficiency, 40% - the average level, 10% - below the average level, and 20% - unacceptable level of efficiency

On the basis of the given distribution, one can make a graph which can be applied in order to study the dynamics of increasing/decreasing level of proficiency and the specialists' performance of their duties.

In order to provide a motivation effect the results of the rating should be closely connected with the scale of bonus and some other motivation operations.

The process of the personnel rating procedure can be presented in the following way:

◆ Worker and manager find some time to carry out the evaluation interview;

◆ During the evaluation interview worker rates the received results on his own;

◆ Manager suggests his own interpretation of the results as well as the proficiency level;

◆ Manager discusses with worker the prospects of his professional development.

The personnel rating procedure that had been carried out correctly comes as the key point to the labor productivity improvement, and also the source of the career prospects and the increasing satisfaction together with the devotion of the personnel.

All in all, by applying such a unified corporation method as the system of the personnel rating, one can promote the organization to solve the following objectives: to manage the organization efficiency; to set interrelation between the basic strategy and labor of each worker; to analyze the influence of the person-

nel activity results upon the process of the organization strategy; to boost the increase of the worker's contribution to the process of the organization strategic initiatives; to determine the directions of the personnel career prospects and their potential realization.

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