**Module 3 - Background**

**DEVELOPING AND REWARDING EMPLOYEES**

“Train people well enough so they can leave. Treat them well enough so they don’t want to.” ---Richard Branson

Source: Hyacinth, B. (2019). Treat Employees Like Assets—Not Liabilities. LinkedIn. Retrieved from [*https://www.linkedin.com/pulse/treat-employees-like-assets-brigette-hyacinth*](https://www.linkedin.com/pulse/treat-employees-like-assets-brigette-hyacinth)

Mastering and applying talent management information is crucial to helping managers create an effective performance management and measurement system. Firms often use performance management systems to properly identify the success of their employees. “Success” in the workplace is often defined by an individual's ability to live up to the demands of his or her position. With proper job analysis, it should be easy to quantify the level of success or failure that each employee has reached toward performing or exceeding job expectations.

**Assessing Employee Performance**

What is the value of performance appraisals? Read the following for benefits of conducting appraisals:

KPI.com. (n.d.). 9 Benefits of the Performance Appraisal. Retrieved from [*https://www.kpi.com/blog/2016/01/18/10-benefits-of-the-performance-appraisal-system/*](https://www.kpi.com/blog/2016/01/18/10-benefits-of-the-performance-appraisal-system/)

It is no surprise to learn how critical it is to develop employees so that they perform their jobs at top effectiveness and efficiency. It is a continuous process of improvement and an opportunity to provide human capital with the updates and insight needed to be successful on the job.

In what ways can we be most effective in evaluating performance?

Read the following for tips to improve:

Heathfield, S. (2019). Want 5 Tips to Help Managers Improve Performance Appraisals? Retrieved from [*https://www.thebalancecareers.com/improve-performance-appraisals-1918839.*](https://www.thebalancecareers.com/improve-performance-appraisals-1918839.)

There are times, however, when performance problems occur. Read the following, which features a concept called the **Seven Factor Model.** This model can be used to assess problems with performance and to identify how to address them.

Bacal, R. Performance enhancement: Diagnosing performance problems. Retrieved from [*http://performance-appraisals.org/Bacalsappraisalarticles/articles/diagper.htm*](http://performance-appraisals.org/Bacalsappraisalarticles/articles/diagper.htm)

Let’s continue on to the topic of Training and Development.

**Training and Development**

Read [*Employee Training and Development*](https://tlc.trident.edu/content/enforced/149824-MGT407-2020AUG24FT-1/Employee%20Training%20and%20Development.docx?_&d2lSessionVal=obpUKbBr9ExgmukCjR6guY3YC&ou=149824), and the following article:

Heathfield, S. (2019). Tips for transferring training to the workplace. Retrieved from [*https://www.thebalancecareers.com/training-can-make-a-difference-tips-during-training-1919303*](https://www.thebalancecareers.com/training-can-make-a-difference-tips-during-training-1919303)

(Robbins, 2017)

Robbins, J. (2017). How to Train and Develop Your Employees. Retrieved from  
[*https://www.youtube.com/watch?v=ejIyoRit6z8*](https://www.youtube.com/watch?v=ejIyoRit6z8)

You may also find the following sources helpful:

Michalowicz, M. (2013). 101 ways to reward employees (without giving them cash). *American Express*. Retrieved from [*https://www.americanexpress.com/en-us/business/trends-and-insights/articles/a-101-ways-to-reward-employees-without-giving-them-cash/*](https://www.americanexpress.com/en-us/business/trends-and-insights/articles/a-101-ways-to-reward-employees-without-giving-them-cash/)

[*22 Surefire Ways to Boost Employee Engagement*](https://tlc.trident.edu/content/enforced/149824-MGT407-2020AUG24FT-1/22%20Surefire%20Ways%20to%20Boost%20Employee%20Engagement.pdf?_&d2lSessionVal=obpUKbBr9ExgmukCjR6guY3YC&ou=149824)

Source: Eisenhauer, T. (2016). 22 surefire ways to boost employee engagement. Retrieved from [*http://tinyurl.com/gtqo98n*](http://tinyurl.com/gtqo98n)

Employee Recognition and Rewards

(Jo, 2017)

Jo (2017). How to Develop a Reward Strategy. Retrieved from [*https://www.youtube.com/watch?v=YNQbAuAxkSc*](https://www.youtube.com/watch?v=YNQbAuAxkSc)

(APA, 2017)

APA Psychologically Healthy Workplace Program (2017). Employee Recognition. Retrieved from [*https://www.youtube.com/watch?v=EhE4ECnscBk.*](https://www.youtube.com/watch?v=EhE4ECnscBk)

(Ryder, 2017)

Ryder, R. (2017). Employee Rewards and Recognition—How to Recognize Employees. Retrieved from [*https://www.youtube.com/watch?v=oCs-mn2r9oE.*](https://www.youtube.com/watch?v=oCs-mn2r9oE)

And, finally, read the following from the Society for Human Resource Management about company gifts to employees that just might not be appreciated.

Wilkie, D. (2020). Company Gifts That Workers Hate. Retrieved from [*https://www.shrm.org/resourcesandtools/hr-topics/employee-relations/pages/gifts-workers-hate-.aspx*](https://www.shrm.org/resourcesandtools/hr-topics/employee-relations/pages/gifts-workers-hate-.aspx)

**Module 3 Summary**

In Module 3 we will examine the importance of developing and rewarding human capital so that they perform their jobs at top effectiveness and efficiency. It is a continuous process of improvement and an opportunity to provide human capital with the updates and insight needed to be successful on the job.

You are getting closer to finishing this course! Do you need a boost to jump in and finish Module 4? The following video just might be the one to keep you walking toward your goal, to keep you working toward your degree, to keep you moving toward top effectiveness and efficiency on the job you have promised to do.

(Scott, 2019)

Scott, B. (2019). I’ve Come Too Far to Quit. Retrieved from [*https://www.youtube.com/watch?v=5aPntFAyRts*](https://www.youtube.com/watch?v=5aPntFAyRts)

Keep walking, everyone. We are almost there.