

# Training Newsbeat...

## Management Performance

### Appraisal Programs

#### Rated Non-Effective

WASHINGTON, D.C. — Management performance appraisal programs are found in nine out of ten companies responding to the most recent survey of The Bureau of National Affairs, Inc. (BNA) *Personnel Policies Forum*. BNA is the Washington, D.C. based publisher of business information.

Survey results indicate that the participating personnel executives do not rate management appraisal programs as extremely effective: only one out of ten rates the program very effective and two in ten indicate their program is not effective at all.

The 1973-74 *Personnel Policies Forum* of The Bureau of National Affairs, Inc., represents a cross section of top officials in all types of enterprises, public and private, large and small, ranging in size from less than 100 to over 150,000 employees, in all branches of business and from all sections of the country.

Highlights of the survey results include:

- All levels of management are included in the appraisal program in 71 per cent of the companies with such programs.

- Factors most frequently included in the appraisal are those related to managerial skills, found in 81 per cent of the programs, and achievement of goals, which is part of the appraisal in 77 per cent.

- Appraisal techniques most commonly used are the essay evaluation, in 52 per cent of companies with the appraisal programs, and rating scales, found in 45 per cent.

- Appraisals are performed by the manager's immediate superior in 96 per cent of the programs, and the appraisals are reviewed by the next higher level of management and/or the personnel department in 89 per cent of the companies with appraisal programs, the survey finds.

- Appraisals are conducted annually in 82 per cent of the firms, and in 91 per cent the manager's appraisal is discussed with him. The appraisal interview is conducted by the manager's immediate superior in 90 per cent of the companies in which the appraisal is discussed with the manager.

- Most important uses of appraisal information are for making salary adjustments, in 85 per cent of the companies, and promotion decisions, in 64 per cent. The personnel executive has overall responsibility for administering the management appraisal program in 78 per cent.

- Special training in performance appraisal techniques is given managers in about one half the companies; about one half also have procedures they follow to assure consistency among all the appraisers involved.

- The appraisal program is less

than two years old in one-fifth of the companies, and nearly one-third of the programs have been revised significantly in the past two or three years.

The complete *Forum* survey report, "Management Performance Appraisal Programs" (PPF Survey No. 104), is available from The Bureau of National Affairs, Inc., 1231 25th St., N.W., Washington, D.C. 20037 at \$5 per copy. Additional copies may be purchased at multi-copy rates of \$4.50 each for 6-10 copies; \$4.25 each for 11-25 copies; \$4 each for 26-50 copies; and \$3.75 each for 51 or more.

---

## Universities Get Manpower Institutional Grants

WASHINGTON, D.C. — Ten universities or colleges will receive grants of \$400,000 each over a period of four years to assist in training people responsible for carrying out manpower programs at state and local levels, according to Secretary of Labor Peter J. Brennan.

Funded under the Manpower Institutional Grants Program, the training will be designed to supply States and local communities with additional skilled personnel needed to administer newly-decentralized manpower programs. Sponsorship of the programs has been

assigned to governors, mayors and county officials under the Comprehensive Employment and Training Act of 1973.

The ten institutions to be selected by the Labor Department are to receive the grants starting on or about July 1. Selection will be geographically distributed so that there will be an institutional grant in each of the 10 Federal regions.

Brennan said that institutions of higher education in the United States, its territories, or possessions may apply if they grant at least a bachelor's degree in the social or behavioral sciences "or in any other discipline relevant to the manpower field."

The relevance of the total program to the objectives of the CETA will be a prime consideration in the Labor Department's approval of any grant request. The grants are for support of teaching and curriculum development activities in the manpower field.

Brennan said that the Labor Department is eager to fund institutions, which will develop "innovative training approaches" in this field.

### 'Being An Executive Isn't As Much Fun Today'

LOS ANGELES, Calif. — The fun has gone out of being a top executive, an expert says. Robert

T. Kremple, chairman of Kremple & Meade, the Los Angeles-San Francisco-New York executive recruiting firm said, "Over-regulation and growing pressures from social action groups are gradually draining away the thrills of power and accomplishment that a chief executive used to enjoy."

Mr. Kremple concedes, "There is a continuing need for meaningful regulation of critical industries but the amount of bureaucratic wheel-spinning imposed on most corporations is time consuming beyond reasonable levels." And now social pressures from radical organizations, women's lib advocates and consumer action groups like Ralph Nader's, are consuming even greater percentages of the time of most corporate executives.

An example much in evidence recently is the chief executives of the major oil companies. They are spending over 80% of their time, in a defensive mode, trying to explain the intricacies of the oil shortage to government bureaucrats, legislators, news media and social action groups. Yet, responsibility for the oil crisis must rest as much on the government regulators as on industry short-sightedness.

"How much better it would be," says Kremple, "if oil company executives were devoting 80% of their time to managing company programs aimed at resolving the oil shortage, and only

20% to explaining how the oil shortage developed."

"Chief executives ought to be freed from most of these unproductive pressures," said Mr. Kremple, "so that they can concentrate on managing their businesses to increase efficiency, reduce costs, build sales and smooth production, increasing competition for the benefit of consumers and giving stockholders a better return on their investment."



A Public Service of  
The Magazine &  
The Advertising Council

## Can anyone do what you do any better?

You're pretty darn good at your job.  
But today, we all have to  
consider how we can do our work a  
little better. That's how  
each of us can help keep our jobs  
here in America. For now  
and for the future.

**America. It only works  
as well as we do.**



The National Commission on Productivity, Washington, D C