Evaluation And Management Of Human Talent Performance Through The Use Of Indicators

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Abstract

The present work pursues the objective of evaluating and managing the performance of human talent through the use of indicators, where the methodology practiced is from the qualitative with a descriptive scope, since the different processes were described, they were also characterized and parameterized for their implementation. In evaluation, the quantitative study was not taken since the precedent work did not pursue an application or quantification of the variables studied, it only pursued their parameterization through KPI. This work develops a practical guide to the achievement of the diagrammed and explained processes for its implementation, this being a theoretical development into practice and thus providing an example of how to propose KPI within a company from a financial perspective.

Keywords: KPI, performance management, evaluation of indicators

Theoric introduction

“Here are 5essential stages in the good practices of the human management process” according to the criteria of (Jerico, 2014)

Job Analysis.

When new vacancies are established within the Organizations need to identify the characteristics that are required to comply with these, so that applicants for these positions can know what skills or abilities they need to be elected and if they meet all the requirements.

Recruitment of personnel.

It is the result to the satisfaction of the vacancies that arise within the company, in this phase new people are hired and included in the institution.
Staff pick.

Recruitment is an outreach activity, call, attention or invitation. The selection is an activity of comparison and choice of abilities or qualities of the employees, according to the need of the position.

Hiring.

It is the process by which the employer together with his employees, define the conditions and remuneration of the work to be offered, in addition to setting the working conditions and the possible terms for termination of the contract.

Performance evaluation.

Performance appraisal is a System whose purpose is to verify the degree of fulfillment of the employee's objectives. In this way, your company acquires basic information for fair decision making. With this tool, the performance and behavior of your workers is measured, evaluating aspects such as

Management indicators (KPI). (Microsoft, 2019), concludes that the term management indicators or KPI, exemplifies the term with the following situation

“When running a small business or marketing campaign, your instincts play a big role. But being able to measure and quantify success is really critical. And that's where key performance indicators (KPIs) come in. KPIs allow you to “see” the success or failure of specific campaigns and business tactics so you can continually improve and develop those insights in the future. In other words, KPIs are accurate and unbiased measures of success.

for his part (Hellriegel, 2005) highlights that:

“Performance is the way in which workers do their work. To evaluate it, a series of indicators (performance indicators) are used to analyze factors such as: performance, productivity, organizational skills, leadership and teamwork skills, etc. Therefore, a performance indicator is the quantitative expression built from a series of objective and measurable variables that provide a simple and reliable means to measure achievements, reflect the changes linked to the actions of the program and monitor results”.

The main characteristics of a strategic indicator are (Celli, 2013):

➢ They measure the degree of compliance with the objectives of company policies.
➢ Contributes to correct or strengthen the strategies and orientation of resources.
➢ They directly impact the strategies and focus areas of organizations.

Method

The research methodology that will be used in the development of this research is descriptive with a qualitative approach, this research according to (Barria, 2017)”Descriptive research consists in the characterization of a fact, phenomenon, individual or group in order to establish its behavioral structure.”

"Descriptive studies independently measure variables and even when hypotheses are not formulated, such variables appear stated in the research objectives” (Salinas, 2017)
Instruments for the collection of information

Primary information. For the development of each of the objectives, the following instruments will be used. Interviews with workers, reports already carried out in the company on the subject, work already carried out in other entities, to be based on the preparation.

Secondary information. Some human talent management processes will be taken into account, such as function manuals carried out, degree projects, and books where you can find formats and relevant elaboration criteria, in the design and standardization of Human Talent activities. Additionally, different queries were generated in academic databases, such as redalyc, google scholar, scopus, among others.

The information collected will be organized for its next analysis where the most relevant aspects of the project will be announced, where it is concluded that: The analysis will consist of direct observation in which the current state of the company will be perceived and will be disclosed. existing functions and positions. For the development of these activities, technological and computer tools such as Microsoft Word and Microsoft Excel will be used.

Analysis of research information

Before being able to establish the different indicators of performance evaluation in each of the positions, it is important to establish some previous considerations of the phase of recruitment and training of personnel.

Staff recruitment. Faced with a future need to replace a member of the organization in the future, there are some important recruitment criteria before hiring or not new staff. These criteria are described below, based on a detailed report of (ACE, 2022), which are listed below.

1). Select personnel with adequate skills and attributes, as stated in the functions manual for each of the positions.
2). Identify those who have relevant experience and suitable skills for specific tasks in accordance with the raison d'être of each position.
3). Promote the recruitment of personnel who represent the areas they will serve.

Employment Criteria. The capacities and requirements that electoral logistics personnel must have should allow them to:
Carry out all tasks with impartiality and integrity, according to the corporate values of the company and the functions established in the respective position identification form.

When developing systems that assess the suitability of candidates for staff positions, there are some general criteria that it is almost always helpful to apply.

Under these parameters, the process flow is nothing more than a theoretical systematic adaptation, adapted to the needs of the company, as presented below.

Make the request to open the position by filling out the inclusion and internal recruitment format,

Table 1. Written completion of internal recruitment

<table>
<thead>
<tr>
<th>NAME OF THE FIRM</th>
<th>Vacancy Opening Format and inclusion of new Personnel</th>
</tr>
</thead>
<tbody>
<tr>
<td>(Note: Add firm logo)</td>
<td><a href="http://www.webology.org">http://www.webology.org</a></td>
</tr>
<tr>
<td>Name of the person making the request:</td>
<td></td>
</tr>
<tr>
<td>---------------------------------------</td>
<td></td>
</tr>
<tr>
<td>Position:</td>
<td></td>
</tr>
<tr>
<td>Justify the need to include new personnel:</td>
<td></td>
</tr>
<tr>
<td>Description of the profile of the applicants:</td>
<td></td>
</tr>
<tr>
<td>Proposed salary and work shifts:</td>
<td></td>
</tr>
<tr>
<td>Proposed date for interviews:</td>
<td></td>
</tr>
<tr>
<td>Contact:</td>
<td></td>
</tr>
</tbody>
</table>

As this format is completed, the company must proceed through the different regional or local communication channels with the socialization of the profile and the characteristics of the applicants to fill the available vacancy, this process flowchart is presented below as shown in the following figure, according to detailed information from (Chiavenato, 2017)

![Recruitment process flowchart](http://www.webology.org)

Figure 1. Recruitment process flowchart
Fountain: (Chiavenato, 2017)

Staff training. The training process consists of the following. It contemplates as a general objective to detect the needs of the positions and the skills lacking to be improved, likewise the minimum-viable resources are identified to promote labor development within the institution.

The previous process is a viable alternative that reduces costs and lengthens the time the workers stay within the institution, since they find in the organization an engine of personal growth, in this way the
company will be able to count on a differentiating factor that decreases The indecision or demotivation of some members of the organization detracts from their permanence within the service value chain. These processes by which this phase of human talent is structured are highlighted in the following abstract representation of the flow.

Figure 2. Process of diagramming how the training is carried out or executed
Fountain:(Chaves, 2016)

Once these parameters are defined, we proceed to detail the indicator term, its respective types and technical calculation considerations.

"The indicators are units of measurement that allow evaluating the performance of the firm's internal processes, whether it is to measure profitability, productivity, service quality, time management, among others"(Lemontech, 2020).

This same author details that the following types of indicators can be identified:

**Profitability KPI or Financial KPI**These are management indicators that allow knowing the performance of the economic activity of the company.

**Service quality KPIs**•: They are indicators that measure the results of customer service processes.

**Productivity KPIs**•: They are project indicators that measure the relationship between the amount of workload and the individual performance of each of the members of the company.
According to the previous description of the following evaluation indicators within the company

**Table 2. Proposed indicators**

<table>
<thead>
<tr>
<th>Profitability Indicator</th>
<th>Name</th>
<th>Formula</th>
<th>Purpose</th>
<th>Evaluated Charges</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Net return on assets</td>
<td>Net profit/Sales x Sales/Total assets</td>
<td>This shows how the capacity of the asset behaves in order to determine</td>
<td>Sales manager and administrator</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>the production of profits</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Net Sales Margin</td>
<td>Net Profit/Sales</td>
<td>Sales profitability indices show the profit of the company for each unit of</td>
<td>Sales manager</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>sale.</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Investment return</td>
<td>Profit after taxes/ Total assets</td>
<td>It is a general indicator that allows us to determine how much return the</td>
<td>manager and accountant</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>company as a whole has generated from all its assets.</td>
<td></td>
</tr>
</tbody>
</table>

| Service Quality Indicator | Customer retention rate     | Final customers/Total initial customers      | This KPI shows the percentage of customers who have remained loyal to   | Driver, Sales Manager                   |
|                           |                             |                                              | the company over a given period.                                       |                                        |
|                           | Average waiting time        | Total of all response times / Number of open | The average time it takes for your support team to get in touch with   | all charges                             |
|                           |                             | requests                                     | the customer after the customer has submitted a request.               |                                        |
|                           | Mean resolution time        | Total of all response times / Number of open | The average time it takes your support team to successfully resolve the | all charges                             |
|                           |                             | requests                                     | customer’s issue                                                       |                                        |
|                           | Volume complaints           | Complaints obtained/ Total of services offered.| Evaluate the service offered in the penultimate stage of the service    | Manager, Sales Manager                  |
|                           |                             |                                              | value chain                                                            |                                        |

| Productivity indicators   | Absenteeism                 | Away Time/Total Work Time Available          | Evaluate the levels of time lost by workers when developing activities  | all charges                             |
|                           |                             |                                              | other than those of the position.                                      |                                        |
|                           | Order delivery time         | Orders delivered/ total time available        | Know the real capacity of the warehouse and dispatch of materials      | Warehouse manager and assistants        |

**Conclusions**

As a result of the investigation, a systemic and standard form for the recruitment of personnel was proposed, demonstrating a due process through tools proposed by academic theorists, however, within the detail the criteria that must be met for employment are reviewed, along with This is an example of how to apply for the opening of internal positions and their respective flow of the recruitment process.

The constant continuous improvement demands a lot of work from companies to train their staff so that they are increasingly stronger and more competitive, for this the present investigation yielded an abstract representation of the flow of how staff training should be carried out.

Finally, a series of KPIs are delivered, defined according to their nature, which were distributed into three types, financial, service quality and productivity, the latter being the most considered for the present investigation, this standard can be taken at a general level. to give an example of how the KPIs should be presented and how to calculate them, their objective and their area of charge to be evaluated.
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