PERFORMANCE EVALUATION

Performance appraisal can be at both the individual employee level and the organizational level. Evaluating an individual's performance is the process of assessing an employee's job performance and productivity in light of organizational goals with the object of improving achievement of these goals.

There are many methods of performance evaluation, such as objective production, personnel, and judgmental evaluation.

Effective use of performance-evaluation systems includes the selection of the best evaluation method(s) and effective delivery. The outcomes of performance evaluation can include employee raises or promotions, as well as employee improvement through identifying weaknesses.

Objective Production: Under this method, direct data is used to evaluate the performance of an employee. This often relates to simple and quantifiable data points, such as number of students, number or classes, active training certifications held, etc. However, one drawback of this process is that the variability in performance can be due to factors outside employees' control. Also, the quantity of production does not necessarily indicate the quality of the products. Still, this data reflects performance to some extent.

Personnel: Recording the behavior of employees, such as tardiness, absences and technical expertise. This personnel data usually is not a comprehensive reflection of an employee's performance and is best complemented with other metrics.

Judgmental Evaluation: One of the primary drawbacks of employee performance evaluation is the tendency for positive feedback despite negative behavior. Judgments based on subjective opinions and intuitions, and therefore not necessarily predicated in logic or reason. Too often people provide good evaluations for work that isn't up to standards. Judgmental evaluations need to focus on work benchmark standards to more accurately promote constructive criticism (through relative scales). A few examples include:

Graphic Rating Scale: The rater(s) use a 5 to 10 point scale to rate employees' effectiveness in control of the class, course preparation, meeting teaching objectives, class engagement in the material, etc.

Employee-comparison methods: Rather than subordinates being judged against pre-established criteria, they are compared with one another. This method eliminates central-tendency and leniency errors but still allows for halo-effect errors to occur.

Behavioral checklists and scales: Behaviors are more definite than traits. Supervisors record behaviors that they judge to be job-performance relevant, and they keep a running tally of good and bad behaviors and evaluate the performance of employees based on their judgement. Behavioral checklist is a list of criteria that an employee should workup to be an attentive to the demands of the job. This method is on the basis of an individuals performance without comparisons to other workers.

Peer assessments and Self-assessments are used to paint a broader image of performance. Managers are often less aware of employee efficacy than fellow team members or other peers.

Peer assessments: members of an associated group evaluate and appraise the performance of their fellow colleagues.

Self-assessments: in self-assessments, individuals assess and evaluate their own behavior and job performance. It gives an employee the right to underline what they think their strongest success have been, and why certain metrics may be misleading which can be useful in capturing missing data:

360-degree feedback includes multiple evaluations of employees; it integrates assessments of the manager, supervisor, team members and any direct reports, as well as self-assessments. In this method of appraisal, employees complete profile has to be collected and assessed. In addition to evaluating the employees work performance and technical skill set, an appraiser collects an in-depth feedback of the employee. The assessment is conducted utilizing previously established criteria that align with the goals of the organization and the specific responsibilities of the employee being evaluated.

Management by objective: This is an objective type of evaluation which falls under modern approach of performance appraisal. The manager and the employee agree upon specific and obtainable goals with a set deadline. With this method, the appraiser can more easily define success or failure easily.

Psychological appraisals: This appraisal method evaluates the employee's intellect, emotional stability, analytical skills and other psychological traits. This method facilitates placing the employees in the appropriate teams.

Start-Stop-Continue is an actionable and simple model that emphasizes direct feedback on how a given colleague can improve performance via straight-forward observations and suggestions for growth.

Providing feedback involves a wide variety of biases and subjectivity, and as a result it benefits from structure and strategy.

Key Terms

General Goals	Specific Goals
Developmental Use	Individual needs Performance feedback Transfers and Placements Strengths and Development needs
Administrative Decisions / Uses	Salary Promotion Retention / Termination Recognition Lay offs Poor Performers identification

General Goals	Specific Goals
Setting Organizational Performance Standards	HR Planning Training Needs Organizational Goal achievements Goal Identification HR Systems Evaluation Reinforcement of organizational needs
Documentation	Validation Research For HR Decisions Legal Requirements