

Chapter 7 Outline

Functions of Performance Appraisals
Performance Feedback
Employee Training and Development
Decision-Making Tool
Evaluation of Training, Policies,
or Programs
Validation of the Selection Process
Potential Problems with Performance
Appraisals
Validity and Reliability Problems
Bias
Other Reasons for Inaccurate
Appraisals
Principal Appraisal Rating Systems
Trait-Based Ratings
Behavior-Based Ratings
Results-Based Ratings
Methods of Appraising Performance
Ranking Methods
Forced Distribution
Graphic Rating Scale
Behaviorally Anchored Rating
Scales (BARS)
Behavioral Observation Scales (BOS)
Narrative Essays
Critical Incidents
Management by Objectives (MBO)
Who Should Evaluate Performance?
Peer Evaluations
Staff Evaluations of Managers
Self-Appraisal
Guest Appraisals
Multiple Rater Evaluation Systems
Performance Appraisal Training
Special Training Considerations
Frequency of Performance Appraisals
Appraisals and the Law
Final Thoughts on Evaluating Employee
Performance

Competencies

1. Describe general performance appraisal issues and summarize the functions of performance appraisals. (pp. 227–233)
2. Identify and discuss potential problems with performance appraisals. (pp. 233–237)
3. Describe the principal types of rating systems used in appraising employee performance. (pp. 237–239)
4. Describe commonly used methods of appraising performance. (pp. 239–247)
5. Identify who should evaluate performance, and discuss objectives for programs that train managers and supervisors to conduct performance appraisals. (pp. 247–254)
6. Discuss how often performance appraisals should be conducted, identify legal issues relating to performance appraisals, and summarize keys to developing an effective employee appraisal system. (pp. 254–258)