

Performance Evaluation

An IDS approach to addressing human performance issues



Organizational
tools for
performance
measurement

Overview

Performance Evaluation is a basic organizational tool for the measurement of performance. But, as with most tools, it comes in many shapes and sizes, each with its own application or best use. Some of the more popular evaluation tools include:

Management By Objectives (MBO)

Goals, measurements and standards are established at the beginning of a rating period. Evaluation is a measurement of the degree to which goals were achieved. Focus is on measuring results or output and less on process.

Behaviorally Anchored Rating Scales (BARS)

This rating scale focuses more on measurable behavior linked to the process used to achieve goals rather than output. Levels of performance, including measurements and standards, are established at the beginning of the performance period. Evaluation is a measurement of the degree to which levels were demonstrated.

Critical Incident

The evaluator is trained to look for and note “critical incidents” as they occur. This evaluation tool depends heavily on observational skills and notation abilities. Log is used as basis for evaluation. Effectively performed method avoids “recency bias.”

Graphic Rating Scales

Generally a matrix listing characteristics or behaviors on one axis and descriptive performance adjectives on the other.

Forced Choice

The evaluator is given a fixed number of statements which must be applied to each employee being evaluated. Choices are redundant and may contrast several layers of desirable or undesirable characteristics.

Forced Distribution

Categories are established and the evaluator required to distribute performers proportionately into preset categories.

Ranking

Simple ranking of performers on one or more performance characteristics.

Paired Comparison

Each performer is individually compared to one another on one or more performance characteristics.

Essay or Narrative

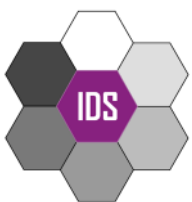
Free flowing assessment of participant’s characteristics. Guidelines established to standardize content. Very dependent on evaluator’s narrative skills.

Checklist or Weighted Checklist

A set of adjectives or descriptive statements the evaluator checks to describe the characteristics of the person being evaluated. Individual items may be weighted or increased by increasing the number of evaluators.

Which tool is right for your organization? It depends primarily on your organizational culture, information infrastructure, *Human Resource Architecture*, and organizational goals.

Could it be that one of these tools is exactly what you need; could be you need a hybrid that meets the your organization’s unique needs? We can help you determine the best tool for your situation and build both the infrastructure and management skills necessary to maintain the system. After all, you get what you measure.



Integrated
Diversity
Systems

A KLP Performance Corporation

440 E. Congress • Suite 400R
Detroit, Michigan 48226 • U.S.A.
(313) 965-2011 • Fax: (313) 965-2067
www.idsPerformance.com
© 2002 Integrated Diversity Systems, LLC

Performance Evaluation

Analogous Measurement Tools and Performance Evaluation Techniques

Comparison	Similar to this Standard Measurement Tool	Basis of Similarity	Element Measured
Management By Objective (MBO)	Run Chart	Measures movement toward goal over time	Output or End Result
Behaviorally Anchored Rating Scales (BARS)	Run Chart	Measures movement toward goal over time	Effort or process followed (i.e. Behavior)
Critical Incident	Scatter Diagram	Measures random incidents	Specific, observable behaviors
Graphic Rating Scales	Bar Chart	After-the-fact snapshot	Standardized characteristics
Forced Choice	Pareto Chart	Compares and contrasts	Items contrasted against each other
Forced Distribution	Pie Chart	Distributes items in an array	Items in relationship to each other
Ranking	Pareto Chart	Compares and contrasts	Relative value of items
Paired Comparison	Pareto Chart	Compares and contrasts	Items contrasted against each other
Essay or Narrative	Fishbone	Describes cause and effect	Rater perceptions, benchmark incidences
Checklist or Weighted Checklist	Bar Chart	Discrete, quantifiable values	Standardized characteristics



A KLP Performance Corporation

440 E. Congress • Suite 400R
 Detroit, Michigan 48226 • U.S.A.
 (313) 965-2011 • Fax: (313) 965-2067
www.idsPerformance.com
 © 2002 Integrated Diversity Systems, LLC