Individual Applied Performance Appraisal Project  
PSYC 682: Performance Appraisal, Spring 2005

This project involves gaining access to information about one organization of your choice. The organization can be one in which you have previously worked or are currently working in, but it does not have to be. At a minimum you will need access to at least one representative from the organization who can answer questions about the performance appraisal form and process used to implement it at the organization.

Please answer all of the following questions regarding the form and the process used to implement it. (You do not need to rewrite the questions, but please number your answers accordingly and use complete sentences.)

A. Obtain a copy of a performance appraisal form currently being used by an organization and turn this in with your assignment. Ideally it would be blank (not contain any evaluation information about any employees). (2 pts)

Questions about current form and process (2 pts each)
1) From which organization did you obtain this performance appraisal form?
2) What type and level of jobs is it used for?
3) When is it used? (e.g., annually in February)
4) What (if any) administrative decisions are based on this form?
5) Gather as much historical information about the form as you can: Who developed the form? What is/was their position? How long has it been used?
6) What if any training is given to managers to observe employees, use the form, and give employees feedback?
7) Looking at the content of the form, how does it compare to the content recommendations for legally sound performance appraisals? Comment on each of the following recommendations from Malos (1998):
   a) Should be objective rather than subjective
   b) Should be job related or based on job analysis
   c) Should be based on behaviors rather than traits
   d) Should be within the control of the ratee
   e) Should relate to specific functions, not global assessments
8) Based on information you obtained about how the form is used, how do these procedures compare to the procedural recommendations for legally sound performance appraisals? Comment on each of the following recommendations from Malos (1998):
   a) Should be standardized and uniform for all employees within a job group
   b) Should be formally communicated to employees
   c) Should provide notice of performance deficiencies and of opportunities to correct them
   d) Should provide access for employees to review appraisal results
   e) Should provide formal appeal mechanisms that allow for employee input
   f) Should use multiple, diverse, and unbiased raters
   g) Should provide written instructions for training raters
   h) Should require thorough and consistent documentation across raters that includes specific examples of performance based on personal knowledge
i) Should establish a system to detect potentially discriminatory effect or abuses of the system overall
9) What type of scale(s) is/are used? (e.g., graphic rating scale, BARS)
10) What errors might raters using this form be prone to and why?
11) What type of employee comparison method does the form employ (if any)?
12) Are there any unique characteristics to this form?
13) What are the strengths and weaknesses to this form?
14) What do you/current employees like/dislike about it?

B. Develop a revised form and instructions for implementation (20 pts).

C. Provide recommendations to the company on changes to the processes they currently use when evaluating their employees (25 pts)

When appropriate, support your criticisms and recommendations with citations from the literature.

75 points TOTAL