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Research and Applications of the Processes of Performance Appraisal: A Bibliography of Recent Literature, 1981-1989

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Research and Applications of the Processes of Performance Appraisal: A Bibliography of Recent Literature, 1981-1989

Abstract
[Excerpt] There have been several recent reviews of different subtopics within the general performance appraisal literature. The reader of these reviews will find, however, that the accompanying citations may be of limited utility for one or more reasons. For example, the reference sections of these reviews are usually composed of citations which support a specific theory or practical approach to the evaluation of human performance. Consequently, the citation lists for these reviews are, as they must be, highly selective and do not include works that may have only a peripheral relationship to a given reviewer's target concerns. Another problem is that the citations are out of date. That is, review articles frequently contain many citations that are fifteen or more years old. The generation of new studies and knowledge in this field occurs very rapidly. This creates a need for additional reference information solely devoted to identifying the wealth of new research, ideas, and writing that is changing the field.

Keywords
CAHRS, ILR, center, human resource, job, worker, advanced, labor market, satisfaction, employee, work, manage, management, training, HRM, employ, model, industrial relations, labor market, job satisfaction, job performance, performance appraisal, performance evaluation, work behavior, employee, design legality, information, biography

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RESEARCH AND APPLICATIONS OF THE PROCESSES
OF PERFORMANCE APPRAISAL: A BIBLIOGRAPHY
OF RECENT LITERATURE, 1981-1989

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This paper has not undergone formal review of the faculty of the ILR School. It is intended to make the results of Center research, conferences, and projects available to others interested in human resource management in preliminary form to encourage discussion and suggestions.
The phenomenon goes by many names; it has been called performance assessment, performance evaluation, and performance appraisal. Honest, accurate, and timely assessments of human performance are frequent themes in organizational research. Employees who must evaluate the work behavior of others are also very interested in such assessment issues. The literature on performance appraisal, however, consists of many topic areas. Early writing on the subject focused on format development and design. At one time, it was believed that finding the proper design would eliminate errors associated with assessing work performance. A second wave of research and writing on performance appraisal focused on teaching the rater to do the "right" things to ensure that outcomes were fair. More recently, focal attention in the performance appraisal literature is concentrated on examining the manner in which information is acquired, stored, processed and recalled by the human mind. A common thread underlying virtually all research on performance appraisal is the concern for the legality and defensibility of decisions made on the basis of the performance information available.
There have been several recent reviews of different subtopics within the general performance appraisal literature. The reader of these reviews will find, however, that the accompanying citations may be of limited utility for one or more reasons. For example, the reference sections of these reviews are usually composed of citations which support a specific theory or practical approach to the evaluation of human performance. Consequently, the citation lists for these reviews are, as they must be, highly selective and do not include works that may have only a peripheral relationship to a given reviewer's target concerns. Another problem is that the citations are out of date. That is, review articles frequently contain many citations that are fifteen or more years old. The generation of new studies and knowledge in this field occurs very rapidly. This creates a need for additional reference information solely devoted to identifying the wealth of new research, ideas, and writing that is changing the field.

Even though the literature separates historically into three or four topical categories, the novice is likely to be overwhelmed by both the depth and the breadth of the literature when seeking the answer to a specific performance assessment problem. Regrettably, although the assessment of human performance is by definition an applied knowledge domain, a great many of the field's published reports are based on complex and esoteric methods. The purpose of this bibliography is to serve as a road map to published contemporary articles on performance appraisal. The goal is to help the expert and the novice locate articles pertinent to their concerns in a way that minimizes frustration and maximizes efficiency.

It consists of articles about performance appraisal that were published
during the time period from 1981 through 1989. It is intended to be a "user-friendly" document. Therefore, it contains only those references that can be readily located. A list of all sources used to compile this bibliography is provided in an appendix. We have excluded references to unpublished manuscripts, working papers, dissertations, technical reports, foreign sources, and proprietary documents. For the user with an interest in exploring references for materials and time periods we have excluded, we recommend the following document and institution as potentially helpful: Performance Appraisal Bibliography of Recent Publications by Blasingame, Schneider, and Hawk of the Center for Creative Leadership, P. O. Box P-1, Greensboro, NC, 27402. In spite of the delimiters used to specify the boundaries of this bibliography, over 450 articles addressing performance appraisal topics appeared in over 80 readily available sources during the 1980s. To further aid the user, a brief statement (identified by the letters AKS) describing the content of the article and a list of key words (identified by the letters Kywds) is provided for each listing.

The entries in this bibliography are classified into one of the following thirteen categories:

1. Overview or review
2. Rating purpose
3. Identifying dimensions of performance
4. Rating sources
5. Choosing performance criteria
6. Organizational context factor
7. Developing appraisal instruments
8. Training raters
9. Integrating information
10. Practical considerations
11. Feedback and goal setting
12. Measurement issues
13. Cognitive and individual differences considerations

In some cases it appeared that an article might reasonably fit into more than one classification. In those instances, we tried to find the most appropriate category and entered the article only once to avoid redundancy. Section 1 includes broad-based articles about assessing performance and those that provide the reader with "the big picture." It provides an overview of performance appraisal practices, processes, and systems. Section 2 contains articles about the intent and purpose of appraisal and how practices might vary as a result of different intended purposes and uses. In Section 3, the focus is on determining what employees will be held accountable for, the level of accountability expected, and what the performance dimensions will be. Entries in Section 4 discuss the source of the rating. Particular interest over the past few years has been in the use of non-supervisory sources such as peers, self, and subordinates to rate performance. Section 5 addresses how to choose and measure the performance criteria. In Section 6, organizational context factors that affect the rating process are examined. The nuances of developing new performance appraisal systems and instruments are discussed by articles contained in Section 7. The articles contained in Section 8 focus on the subject of how to motivate and train raters to provide the best ratings possible. How performance appraisal information is integrated and used in other decision making contexts are the target issues discussed by articles in
Section 9. Section 10 addresses practical performance appraisal considerations including, but not limited to, documentation, preparation, interviewing, and litigation. Other practical issues, specifically feedback and goal setting, are sufficiently popular areas of study and commentary to warrant their own section and are the focus of Section 11. Section 12 contains references to articles that focus on measurement issues. Finally, Section 13 consists of references to writing focused on cognitive and individual difference considerations.

Performance appraisal is a complex and difficult issue. Many conversations we have with practitioners and researchers alike contain statements such as "Do you know where I can find out more about ........?" This bibliography is intended to help the user of performance appraisal information become a more informed consumer about the questions that have been asked in the past, the manner in which the issues have been studied, and the important unanswered and perhaps unasked questions that remain.

We wish to thank graduate student participants in an I/O Psychology Seminar conducted by the first author in spring semester, 1988. Also Michele Reynolds and Cynthia Wolfe, two ISU students who assisted in checking errors in the computerize search. Special thanks to Connie Conners of ISU for her superb word processing skills. Partial funding for this project was provided by the Center for Advanced Human Resource Studies at Cornell University, Ithaca, New York.
References

I. Overview of Performance Appraisal Practices, Processes, and Systems


**AKS:** In this study authors use the survey responses of officials in 122 major U.S. cities to examine the methods and objectives of and satisfaction with, appraisal practices affecting municipal department heads, mayoral assistants, and assistant city managers.

**Kwds:** city governments, appraisal objectives, appraisal techniques, appraisal frequency, satisfaction.


**AKS:** We suggest researchers focus their research on the best methods of ensuring use of relevant and valid data in appraisal, given organizational constraints. We also suggest practitioners focus on determining observable and measurable aspects of performance, and thus, specify appropriate appraisal content.

**Kwds:** researchers, practitioners, appraisal content, appraisal methods


**AKS:** Major themes and issues are distilled from the review of cases, and implications and recommendations for personnel practices were discussed.

**Kwds:** court cases, terminations, recommendations, personnel practices.


**AKS:** Are those individuals who are responsible for administering PA systems using the added knowledge that has been generated within the past several years?
Keywords: appraisal effectiveness ratings, positive appraisal characteristics, managerial appraisal system.


AKS: Performance appraisals should be based on standards, not suppositions.

Keywords: appraisal purpose, appraisal design, rater training, manager’s perceptions.


AKS: Guidelines for precise performance appraisals.

Keywords: biases, evaluation criteria, evaluation techniques, performance interview.


AKS: Guidelines for improving performance appraisals.

Keywords: performance interview, management resistance, problem solving.


AKS: Health care organizations which in the past have utilized personal traits at the primary evaluation criteria, now are basing performance appraisals on specific, quantitative criteria within the context of a formal objective-setting procedure.

Keywords: health care organizations, pay structure, corporate objectives.


AKS: A factor analysis of 106 completed questionnaires showed 4 general uses of information from performance appraisals.

Keywords: appraisal information use, organizational characteristics, industrial psychologists.

AKS: Research in action – performance measurement was the title of a joint conference held in Edinburgh on 3-4 December by CIPFA and the Institute of Chartered Accountants of Scotland.

Kwyds: performance measurement application, workable performance measurements, measurement success.


AKS: As part of human resource development neither counseling nor perf-appraisal can take place effectively in the absence of perf-standards and organizational goals and objectives.

Kwyds: performance standards, productivity, format, training.


AKS: The authors review the legal problems of performance appraisal and the laws and regulations affecting it, and present the characteristics of an illegal system.

Kwyds: laws, regulations, illegal performance appraisal system.


AKS: This article describes the rudiments of PROBE (profiling behavior) theory.

Kwyds: PROBE, performance analysis, question models, behavior facets.


AKS: New concerns about performance appraisals demand a stress on counseling, not judging, employees.

Kwyds: appraisal advice, legal issues, methodological issues.


AKS: What is the most effective way to evaluate employee performance?

Kwyds: appraisal practices, barriers to assessing performance, guidelines for objective evaluation.

AKS: Here's how to do a better job at one of a research manager's most important - and complicated - tasks.

Kywds: assessing performance, delivering the assessment, types of reviews.


AKS: A survey was conducted of the performance appraisal systems of 36 high-technology firms in California's Silicon Valley, comparing what they do with what scholars have recommended that they should do.

Kywds: goal setting, salary review, practice-theory gap, objectives.


AKS: This paper reviews the research dealing with the use of policy capturing as a technique to understand and improve the performance appraisal process.

Kywds: policy capturing, methodological problems, implications.


AKS: Evaluating employee behavior in light of pre-established standards prepares the way for an accurate performance review.

Kywds: performance appraisal definition, analyzing performance, appraisal guidelines.


AKS: H.R.D. professionals and managers alike are often foggy about D.A.I. procedures. Here are answers to some of their most common queries.

Kywds: procedures, managers, questions.

AKS: The objective of this article is to review court decisions in which the adequacy of performance appraisal procedures was at issue, and to shed some light on the standards being used by the courts in such cases.

Kywds: court standards, acceptable rating systems, indefensible rating systems.


AKS: Taking a new look at "management by objectives" can expand an organization's vision for long-range planning.

Kywds: Management by objectives, long range planning, MBO definition.


AKS: W. Edwards Deming, who has proposed the application of 14 particular points to transform the ills of US-style management, considers the performance appraisal system to be the most serious obstacle to such a transformation.

Kywds: disadvantages, quality control, employee evaluations, human relations.


AKS: A consultant in organizational development and training explores the advantage of these two approaches.

Kywds: trait based appraisals, results-oriented appraisals, satisfaction.


AKS: Studies of management-by-objective (MBO) appraisal systems show a reduction in the number of above-average reports and improved satisfaction with the state-level appraisal systems. In the future, organizations must concentrate on standardizing the design of MBO systems so that some sense of equity can be achieved.

Kywds: management by objectives, Civil Service Reform Act, merit increase, public administration

AKS: This paper compares three systems of evaluation: the Officer Evaluation Reporting System (OERS), the Civilian Performance Appraisal System (CPAS), and the Enlisted Evaluation Reporting System (EERS).

Keywords: officer evaluation reporting system, Civilian Performance Appraisal system, Enlisted Evaluation Reporting System.


AKS: A study was conducted to examine the predictors of performance appraisal satisfaction among supervisory and nonsupervisory employees.

Keywords: supervisors, nonsupervisors, perceptions.


AKS: It is critical for companies to set up objectively run performance appraisal systems and to eliminate, to the greatest degree possible, bias among individuals who make important personnel decisions.

Keywords: court cases, bias, litigation, stereotypes.


AKS: This review of the literature on performance appraisal was conducted using a variety of journals published from 1980 through 1984.

Keywords: literature review, organizations, fairness, appraisal problems.


AKS: In this, the first installment of a two part article, the authors examine why p.a. systems fail.

Keywords: appraisal system failures, measurement problems, judgment problems, policy problems, organization problems.


AKS: Review of personnel selection and classification, including performance measurement.
Kywds: supervisory assessment, peer assessment, self assessment, rater training.


AKS: This article provides an overview of employee performance appraisal systems in state government including description, approaches, the use of information, the administration of the systems, pressures, and conclusions.

Kywds: state government, system administration, information use.


AKS: The purpose here is to outline why performance appraisal systems do not and cannot possibly work, to stimulate readers to consider the possibility that the defects of appraisal systems in general, and the emerging problems of this new reform, are not traceable to supervisory carelessness, nor to the inevitable "shakedown period" which follows any major change, but are inherently a part of any appraisal system.

Kywds: civil service reform, performance appraisal problems, public service careers.


AKS: The article discusses how to make performance appraisal better.

Kywds: assumptions, feedback, techniques.


AKS: Based on several years of research and a careful analysis of the rating process Wherry developed a theory of rating. The development of the theory of rating unfolds by defining the various factors that affect each of these components in a series of linear equations.

Kywds: theory of rating, performance of ratee, observation, recall of observations, linear equations.

AKS: The research dealing with female managerial performance has generally been plagued with empirically inconsistent results, anecdotal literature and an inability to develop generalizable theory. A propositional analysis of the female performance literature is utilized in an effort to provide direction and focus.

Keywords: female managerial performance, performance appraisal, performance training, organization initiatives.


AKS: Does the split role conflict really affect the effectiveness of performance appraisal programs or is it just some theoretical controversy?

Keywords: counselor role, judge role, structured interview approach.


AKS: This is a review of that which is the care of personnel - job analyses performance measurement, performance predictors, validity concepts, methodological/statistical issues, classification and placement, and equal employment opportunity (EEO) and legal concerns.

Keywords: appraisal methods, rater training, feedback, criterion measures.
II. Rating Purpose


AKS: Describes a talent identification program that uses multiple raters, participatively developed job-related performance criteria, performance standards, and rater feedback to assure fairness in the rating process.

Kywds: talent identification, performance standards, feedback.


AKS: The authors provide a review of court cases which directly or indirectly focus on the assessment center approach.

Kywds: assessment centers, court cases, validity.


AKS: It seems that the harder companies work to make a system meet their needs, the more the system fails.

Kywds: problems, motivation, halo error, goals.


AKS: The authors demonstrate that employers who have credible perf-appraisal systems and make personnel decisions that are congruent with perf-evaluations typically are in the best position to avoid or, if necessary, successfully deal with employment discrimination lawsuit.

Kywds: lawsuits, discrimination, personnel decisions.


AKS: Performance appraisals can be useful in determining training needs and evaluating training programs.

Kywds: evaluation, training programs.

AKS: Information concerning employee belief about the changeability of organizational climate facets is different than that obtained through measures of climate, satisfaction, or importance, but satisfied employees tend to believe that unfavorable climates as under organization control.

Keywords: expectations, organizational diagnosis, change, climate, changeability, satisfaction.


AKS: A series of performance evaluations should be conducted during the training process to indicate the progress of the trainee and to gauge the success of limitations of the training program.

Keywords: safety training, job descriptions, new employees, performance evaluation.


AKS: Consensus judgment process was examined in a middle management assessment center where 719 candidates were assessed by 19 assessors.

Keywords: assessment center, consensus judgment, middle management, upper management.


AKS: The Human Resources Index is introduced as a feedback approach which can be used to evaluate how effectively an organization manages its human resources.

Keywords: human resources index, feedback, organizations.


AKS: To achieve the goals of accuracy, consistency, and objectivity, supervisors may have to adapt the performance appraisal system to the demands of the situation.

Keywords: situational appraisals, type of job, development of employees, purpose of appraisal.

AKS: This study focuses on a comparative evaluation of traditional selection procedures (e.g., selection interviews) with static and dynamic assessment techniques of an assessment center.

Keywords: assessment center, selection interviews, validity, female military officers.


AKS: Both the Audit Commission and the National Audit Office have abolished incremental salary scales for their audit staff and have introduced pay systems based on the way in which individuals do their jobs. John Vaughan describes the development and the staff response to the Audit Commission scheme which was introduced in 1983.

Keywords: rewards, audit staff, performance related pay.


AKS: By focusing on differences between levels of performance and providing considerably higher increases for the company's top performers, Merck & Co., Inc. refocused a number-based appraisal system into one based on relationships between individuals and an approach that is more business oriented.

Keywords: task force, development, performance ratings, performance definitions, pay distribution, pay for performance.


AKS: The present paper describes two experiments which explore how appraisal purpose might affect rater cognitive activities as well.

Keywords: cognitive activities, appraisal decisions, appraisal outcomes, information acquisition, information utilization.


AKS: Based on job description information, determine the job's responsibilities and the supervision required, then rate people on how well they apply their experience to the tasks at hand.

Keywords: job descriptions, responsibilities, experience, guidance, merit pay, program audits.

AKS: The primary objective of this study is to evaluate the effect of one organizational contextual variable - purpose of the rating - on rater accuracy and discriminability. A second objective is to assess the effect of rater training on rater strategy by means of policy-capturing analyses.

Keywords: rater accuracy, rater discriminability, policy capturing, rater training.
III. Identifying Dimensions of Performance


AKS: This study examined the relationship between subjective and objective performance measures for vocational/rehabilitation counselors.

Keywords: subject performance measures, object performance measures, validity.


AKS: Using a sample of 100 managers at different levels, within a government agency, this study examined the relationship of management level to effort level, direction of effort, and managerial performance.

Keywords: management level, effort level, direction of effort, managerial performance, government agency.


AKS: This research investigated the relationships between technology, interdependence, job characteristics, and employee satisfaction, performance, and influence.

Keywords: technology, job characteristics, employee satisfaction, performance, influence.


AKS: An employee's state of dissatisfaction is often a reaction to something. The key to solving the problem is determining the cause and eliminating it.

Keywords: dissatisfaction causes, motivational trouble makers, constraints to open discussion, overcoming communication obstacles, counseling.

AKS: It is much better for both the supervisor and his or her organization to first make an attempt to identify the cause of an employee's performance problem and develop a plan to resolve the situation.

Kywds: performance problem causes, problem solving techniques, interview suggestions.


AKS: Given the beneficial attributes of a job description, it is important to examine the research evidence on how to make job descriptions work for you.

Kywds: job description, critical job behaviors, rating form.


AKS: Is it possible to design contingent rewards that are effective in motivating salaried salespersons to improve their performance and productivity?

Kywds: contingent rewards, salaried salespersons, soldiering.


AKS: A study was conducted of product managers and some organizational behavior factors contributing to their job satisfaction and job performance.

Kywds: product managers, job satisfaction, job performance, organizational behavior.


AKS: It is important to determine whether an assessment center measures aptitude or merely certain characteristics of the participant, such as past experience at work and intelligence, which could be assessed by other less sophisticated means. This study investigated the performance of 81 middle managers whose potential for senior management was being assessed.

Kywds: assessment center, aptitude, previous experience, intelligence.

AKS: The article gives a case history that describes an application of PROBE illustrating a behavioral strategy that produced nearly a threefold improvement in performance.

Kywds: PROBE, application, performance analysis.


AKS: Correlations between a job performance criterion and personality measures reflecting achievement motivation and an interpersonal orientation were examined at three points in time after completion of job training for a sample of airline reservations agents.

Kywds: performance criteria, achievement motivation, job training, interpersonal orientation.


AKS: Specific and general performance standards are compared as managerial decision aids.

Kywds: performance standards, decision making, bias, heuristic.


AKS: Using transaction cost theory, a model of the expected effects of the mediating variables on organizational behavior is presented, and a set of derived hypotheses concerning the structure-technology-behavior relationship is developed.

Kywds: task visibility, free riding, shirking, organizational behavior, transaction cost theory


AKS: The degree to which effort level and direction of the effort were related to job performance was examined in a field setting.

Kywds: effort level, direction of effort, job performance.

AKS: Rather than evaluate managers on the basis of activities traditionally prescribed for success, an observation study was conducted to determine empirically which activities successful managers actually perform.

Kywds: managers, success, activities.


AKS: This study investigated the impact of the assessment center evaluation, attitudes toward the assessment process, gender, locus of control, and career strategy on career exploration behavior and job involvement.

Kywds: assessment center, job involvement, career exploration behavior.


AKS: Managing performance is an ongoing process that requires frequent, continuing interactions and adjustments to inputs from multiple sources.

Kywds: performance management, coaching, development, integration, performance standards.


AKS: This paper reports the findings of a preliminary investigation of the relationships between the expert performance and behaviors of firms and the search for market information by the principal international marketing executives of these firms.

Kywds: market information, principal marketing executive, export process.

AKS: To investigate the moderating influence of employee self-esteem on relationships between organizational variables, questionnaire data were collected initially from 166 male first-, second-, third-, and fourth-year electrical apprentices, and 20 months later from 92 of the original first- and second-year apprentices.

Keywords: self-esteem, job complexity, job performance, job satisfaction.


AKS: Meta-analyses were conducted on 40 samples that included data pertaining to the relation between age and job performance.

Keywords: meta-analysis, age, job performance, supervisory ratings, peer ratings, individual productivity.


AKS: The purpose of this article is to address the subject of evaluating the executive director's performance.

Keywords: executive director, why evaluate performance, how to evaluate performance.
IV. Rating Sources


AKS: The present study was an attempt to assess the generalizability of leader behavior effects found in research with European and U.S. samples.

Kywds: leader behavior, satisfaction, cross-cultural differences.


AKS: The use of subordinates for managerial performance appraisal is discussed and the advantages and disadvantages are presented.

Kywds: subordinate appraisal, feedback, personnel decisions, implementation, managerial performance.


AKS: The purpose of this research was to identify a predictor of self versus supervisory disagreement on appraisal and to discuss a means for both diagnosing and eliminating the problems related to this disagreement.


AKS: The authors propose what might seem to some a radical approach to producing competent managers - giving subordinates a "voice" in formal performance evaluation of their bosses. Although management’s initial reaction may be negative, the authors believe that properly implemented and monitored subordinate appraisals can be a meaningful source of feedback for all involved - supervisors, subordinates, and the organization at large.

Kywds: managerial effectiveness, subordinate appraisal, feedback.

AKS: This review (a) explains why research on the evaluation function of SA has provided such poor results, (b) suggests modification in SAs that my increase their developmental effectiveness, and (c) reviews two theoretical orientations which justify the belief that SAs can improve job performance.


AKS: Peer review of psychologists to assure the public that psychology can develop and manage effective, high-quality services.

Kywds: peer review, accountability, psychologists.


AKS: The moderating effects of rating purpose and judgment confidence on the relationship between differential priming and self-evaluations are tested with hierarchical multiple regression, following the procedure suggested by Stone and Hollenbeck (1984) on performance criteria that vary in their susceptibility to external validation.

Kywds: rating purpose, priming, judgment confidence, self-evaluation.


AKS: By using a two-stage approach where peers provide input and supervisors evaluate performance using objective standards, a more complete, more reliable, and less biased result is likely.

Kywds: teams, peer appraisal, feedback, cooperation, groups, coworkers.


AKS: This study examined the effects of purpose of the appraisal and the expectation of validation on self-appraisal leniency.

Kywds: appraisal purpose, self-appraisal, validation.

AKS: This study investigated the effectiveness of a self-appraisal-based performance evaluation system (SABPE) that incorporates self-assessment into traditional supervisory evaluation procedures.

Kywds: self-appraisal, effectiveness, acceptance.


AKS: Three issues were examined in this study relative to the role of subordinate age in performance evaluations.

Kywds: subordinate age, self-ratings, supervisory ratings.


AKS: Reviews of self-supervisor, self-peer, and peer-supervisor ratings have generally concluded that there is at best a modest correlation between different rating sources. Nevertheless, there has been much inconsistency across studies. Accordingly, a meta-analysis was conducted.

Kywds: meta-analysis, self-supervisor ratings, self-peer ratings, peer-supervisor ratings.


AKS: The goal of this investigation was to discover the relationships among peer rating items under three rating information conditions.

Kywds: peer ratings, social interaction information, observation information, stereotype information.


AKS: Appraisal from coworkers or teammates are an important supplement but not a substitute for supervisory ratings.

Kywds: teams, peer appraisals, coworkers, teamwork, interactions, morale, productivity, groups.

AKS: Self-appraisal, which provides timely, focused feedback, eliminates the anxiety of performance ambiguity, motivates the individual to take more responsibility for performance and growth, and is a natural, ongoing, automatic process.

Keywords: self-appraisal, feedback, responsibility.


AKS: The present study compared peer nominations, peer rankings and peer ratings as to reliability, validity, friendship bias and user reaction.

Keywords: peer assessment methods, reliability, validity, bias, user reaction.


AKS: Personnel managers should spend more time and effort developing the formal performance evaluation system and improving its acceptance among line managers so that it can become the basis - a documented basis - for personnel decisions.

Keywords: informal appraisal, personnel managers, documentation.


AKS: A survey of 218 industrial employees who had used a peer evaluation system for over a year found a higher degree of user acceptance than that reported in previous research.

Keywords: peer evaluation, acceptance, industry.


AKS: Tests of Lawler’s hypothesis that when amount of pay is controlled, people who evaluate their own performance highly are less satisfied with their pay.

Keywords: satisfaction, self-appraisal, pay.

AKS: This study investigated the relationship between self- (n=107), supervisor (n=107), and subordinate (n=495) ratings of supervisory effectiveness and subordinate satisfaction with supervision.

Kywds: supervisory effectiveness, satisfaction, supervisory rating, self-rating, subordinate rating.


AKS: The purpose of the present study was to compare the psychometric properties of subordinate ratings of managerial performance to those of supervisor and self ratings.

Kywds: subordinate ratings, supervisor ratings, self ratings, psychometric properties.


AKS: A review of the conditions under which peer evaluations yield strong validity coefficients as well as certain factor analytic and experimental studies indicated that social comparison theory might provide a useful framework for elucidating the nature of peer evaluation process.

Kywds: peer evaluations, validity, social comparison theory.


AKS: The effect of race of rater and ratee on peer-ratings of managerial potential was examined for 11 whites and 29 blacks attending a management Training Course held in Zimbabwe.

Kywds: race, peer ratings, managerial potential.


AKS: It was hypothesized that: 1. Self ratings of performance will be more lenient than superior's ratings for all hospital supervisors and, 2. Self ratings will be significantly higher than their superiors' among supervisors with higher educational/professional levels.

Kywds: self-appraisal, leniency, health care.

AKS: Paired comparison evaluations were solicited for a relatively small group (N=20) of savings and loan association branch managers. Peer evaluations were obtained from 16 of these managers; supervisory evaluations were obtained from 4 officers.

Keywords: peer ratings, supervisor ratings, paired comparisons.


AKS: By comparing subordinates’ metaperspectives on performance with superiors’ direct perspectives on subordinates’ performance the issues of understanding or misunderstanding were explored. A second issue investigated was the possibility that understanding or misunderstanding would be moderated by the nature of the relationship between superiors and subordinates.

Keywords: superior’s performance perceptions, subordinate’s performance perceptions, misunderstandings.


AKS: The successful implementation of such a demanding performance appraisal system at a minimum requires the following conditions: (1) employee acceptance of the system; (2) positive valuations by supervisory personnel on the effort required to operate the system and; (3) personnelists’ commitment to train for proper use of the system. The extent to which these conditions obtain in the case of Washington State is the focus of this post-implementation study.

Keywords: participative performance appraisal, self-evaluation, supervisory ratings, support.


AKS: Two studies sought to facilitate rater agreement by invoking supervisory performance feedback as a frame of reference for subordinate raters.

Keywords: self-appraisal, supervisory feedback, rater agreement.

AKS: Self-ratings by 308 shop workers of their job variety, autonomy, task identity, and skill challenge correlate significantly with ratings by observers of the jobs' skill requirements. Self-ratings, however, are unrelated to observers' estimates of the physical demands of the jobs or to environmental conditions of the work.

Keywords: self-ratings, skill requirements, observer ratings, job variety, task identity.


AKS: Employees can offer a unique perspective that if left untapped may hide the true performance of supervisors and managers.

Keywords: subordinate appraisals, bottom-up, managerial development, feedback.
V. Measuring/Choosing Performance Criteria


AKS: In order to perform a meaningful evaluation, management must determine what duties sales managers perform, ensure that there is an mutual understanding of these duties, and then measure results.

Kywds: sales managers, job description, developing performance standards.


AKS: Issues relevant to measuring the performance of industrial salespersons are reviewed.

Kywds: sales performance, industry, self report scale.


AKS: This study reports the association between formal psychological evaluation variables and later police officer performance, as reflected by various indexes, including supervisor evaluation, reprimands, and commendations.

Kywds: supervisor evaluation, evaluation variables, performance.


AKS: Success and failure are redefined in terms of behavior and result implications for managing performance.

Kywds: performance management, behavior, results, setting standards, monitoring results.


AKS: This study analyzed Instructional Development and Effectiveness Assessment (IDEA) student rating data from 13,063 classes from several academic fields and institutions. Classes were divided into three groups: volunteers, in which the decision to evaluate was entirely the instructor’s; intermediate, in which the evaluation was required, but the instructor chose the class; and nonvolunteers, in which the instructor was required to have the class evaluated.
Kywds: instructional development and effectiveness assessment, faculty, student evaluations.


AKS: Performance appraisal ratings of 125 first-level managers were analyzed to investigate the degree to which the criteria used to evaluate the overall job performance of black managers differs from that used to evaluate white managers. Kywds: black managers, white managers, job performance.


AKS: Return on sales is the first and most fundamental measure of management performance - simple, immediate and direct in application. Kywds: return on sales, management performance, ratios, margins.


AKS: This study analyzes the measurement properties of the personnel audit as an organizational assessment tool and the extent to which audit results relate to important organizational criteria. Kywds: personnel audit, organizational assessment, executive perceptions.


AKS: A meta-analysis was conducted with 23 studies to assess the relationship between supervisory ratings and results-oriented measures of performance.
Kywds: supervisory ratings, results-oriented measures of performance, meta-analysis.


AKS: A policy-capturing and clustering procedure was used to describe the performance rating behavior of the supervisor and subordinates in an intact work group.

Kywds: policy-capturing, performance rating behavior, clustering procedure.


AKS: Evaluating a manager based overseas calls for systems unique to each foreign environment.

Kywds: expatriate managers, overseas environment, performance criteria, reward system.


AKS: The present study replicates a salesperson-turnover study reported by Futrell and Parasuraman (28) by examining the strength of the relationship of five dimensions of job satisfaction to propensity to leave for high- and low-performance groups of salespeople.

Kywds: turnover, job satisfaction, performance level.


AKS: Performance indicators specify the measurable evidence necessary to prove that a planned effort has achieved the desired result. They have two critical uses: one proactive - to identify what should be accomplished - and the other retrospective - to provide criteria for determining success or failure.

Kywds: results - oriented indicators, implementation - oriented indicators, ends, means.

AKS: Appraisal and reward systems are important mechanisms that are affected by organizational strategy and in turn impact how expectations are communicated and feedback is given.

Keywords: strategy, congruence, control, feedback, strategic change, reward distribution.


AKS: Developing meaningful standards is the first step toward a productive performance appraisal.

Keywords: defining standards, creating standards, training.


AKS: Despite the acknowledged importance of defining what constitutes effective supervision, this definition still remains an enigma. In response to this definitional problem, three operant-based hypotheses about effective supervisory behavior were tested.

Keywords: effective supervision, performance monitoring, work sampling, performance consequences.


AKS: With many performance appraisal systems, the important factors in the appraisal are not communicated to the employee or are poorly defined.

Keywords: conjoint analysis, effort focus, goal attainment.


AKS: Article discusses the initial start for developing a performance appraisal tool by suggesting some criteria to be used in measuring the administrator's decisions/performance.

Keywords: pension fund administrator, assessment techniques, decision making.

AKS: A trait-oriented job analysis technique based on a checklist of 33 a priori carefully defined traits that encompass elements of the physical, mental, learned, motivational and social domains of the work world is described.

Keywords: job analysis, traits, elements of work, job performance.


AKS: Common performance appraisal errors are defined and discussed.

Keywords: halo, severity, central tendency, recency, tenure, leniency, competition, rating errors, bias.


AKS: In a performance appraisal, the professional working in a research and development (R&D) unit has responsibilities that may require differences in appraisal materials and process from other organizational divisions.

Keywords: R&D, traits, goals, behavioral criteria.


AKS: This paper describes a study in which results of a behavior modeling training program for sales representatives were evaluated in relation to effects on the sales performance of the participants.

Keywords: behavior modeling training, sales representatives, job performance.


AKS: The major question of this study was to find out how performance was actually being measured in R&D units, defined as groups in which basic and applied research in the sciences and engineering, and the design and development of prototypes are conducted.

Keywords: r & d units, quality of outputs, goal attainment, work done on time, performance measures.

AKS: Goals need to be met as well as set. The problem comes in measuring such intangibles as service or management performance. But useful indicators do exist.

Kywds: management performance, performance standards, goals.


AKS: Although current quantitative techniques are not satisfactory, certain semi-quantitative techniques based on qualitative judgments can be effective.

Kywds: productivity measurement, quantitative techniques, semi-quantitative techniques.


AKS: In the second article in our occasional series on achieving value for money, Hayden Phillips describes how the Immigration and Nationality Department of the Home Office developed and introduced performance indicators to measure a wide range of functions.

Kywds: financial responsibility, communication, fear of change.


AKS: Article describes a ranking technique for conducting analyst performance appraisals.

Kywds: systems analyst, ranking technique, benefits.


AKS: In this article, the authors examine ADEA cases in which performance evaluations of employees were called into question and the role of such evaluations in the decision-making process of federal courts.

Kywds: age, courts, performance evaluation.

AKS: The effects of situational constraints on supervisory appraisals, self-ratings, and objective performance criteria were investigated for a sample of 438 branch managers from a large finance company.

Keywords: situation constraints, objective performance criteria, supervisory appraisals, self-ratings.


AKS: Five criteria for evaluating candidates for promotion were investigated in a policy capturing study using manager and student samples.

Keywords: policy capturing, promotion, criteria.


AKS: The extent to which transactional and transformational leadership practices are related to attitudinal and rated performance outcomes of a performance appraisal process was examined in this study involving 256 managers in a large business organization.

Keywords: transformational leadership, performance outcomes, performance appraisal process.


AKS: Analysis of a planning project in British Rail suggest that under conditions of 'conservative incrementalism', the agreement of interested parties itself constitutes evidence of successful performance in a matrix structure, as well as providing essential pre-construction monitoring.

Keywords: matrix structure, conservative incrementalism, performance assessment, task environment.
VI. Organizational Context Factors Underlying The Rating Process


AKS: Citing avoidance by the supervisor and defensiveness from the subordinate as two main barriers to effective P.A., the author suggests ways to minimize both.

Kywds: supervisor avoidance, subordinate defensiveness, barriers.


AKS: This investigation directly tested the possibility that liking may influence rating accuracy by operating as an integral dimension.

Kywds: liking, integral dimension, accuracy.


AKS: A survey of management teams is undertaken to examine task and social contact within manager-subordinate dyads.

Kywds: management teams, social interaction, task performance.


AKS: The applicability and use of performance appraisal information in other settings such as graduate training programs is not well documented.

Kywds: graduate student performance, sophisticated methods, national survey, I/O and OB graduate programs, SIOP's Ed/Trning committee.


AKS: A laboratory and a field study investigated the biasing effects of subordinate likableness on leaders' attributions for subordinate poor performance and their corrective actions toward subordinates.
Kywds: subordinate likeableness, corrective actions, attributions, poor performance.


Kywds: non-managerial performance appraisal, large cities, government.


AKS: Middle managers from three organizational samples responded to an open-ended questionnaire in which they described the determinants of particularly fair or unfair performance appraisals.

Kywds: fairness, procedural determinants, distributive determinants.


AKS: Turning the significant potential of performance appraisal into productive reality is the difficult, but attainable, challenge facing executives, managers, and professionals.

Kywds: organizational culture, appraisal purpose, judgment styles, management input.


AKS: Public sector pay rates that are lower than those in the private sector impact an agency's ability to attract and retain the best employees.

Kywds: environment, pay for performance, performance management.


AKS: Leaders of task group assigned to act democratically or authoritarian. This affected the evaluations of internal vs external motivations of their followers and evaluations of motivation related to overall evaluations.
Keywords: democratic leadership, authoritarian leadership, motivation, evaluation.


AKS: An exploration is made of whether managerial reactions to grievance activity introduced bias into the process of performance appraisal.

Keywords: grievance procedures, unionized employees, bias, managerial reactions.


AKS: The authors claim that the choice now faced by organizations is not whether to use a performance appraisal program but rather what type of format to use.

Keywords: unions, Israel, appraisal format.


AKS: A laboratory experiment was designed to test the effect of group member interdependence on supervisory performance ratings.

Keywords: group member interdependence, supervisory performance ratings, high interdependence, low interdependence.


AKS: Theoretically, employee appraisal is an objective, rational, systematic attempt by management to accurately describe subordinate performance. Occasionally, however, managers feel the need to manipulate ratings in the perceived best interest of their employees, their departments, or even themselves.

Keywords: politics, organizational culture, manipulation, appraisal techniques.

AKS: The idea that executives might deliberately distort and manipulate appraisals for political purposes seems unspeakable. Yet we found extensive evidence to indicate that, behind a mask of objectivity and rationality, executives engage in such manipulation in an intentional and systematic manner.

Kywds: manipulation, politics, executives.


AKS: In this study, we examined relations between the performance of first-level managers in a large food service company and their affective commitment (i.e., emotional attachment to, identification with, and involvement in the organization), continuance commitment (i.e., perceived costs associated with leaving the company), and job satisfaction.

Kywds: job performance, affective commitment, continuance commitment.


AKS: The study is designed to test the impact of group composition variables on the supervisor's ratings of subordinates.

Kywds: group composition variables, supervisor's ratings, social skills, leadership skills, poor performance.


AKS: The purpose of this paper is to provide a brief review of the effects of non-instructional variables on student ratings.

Kywds: student ratings, class variables, teacher variables.


AKS: In this report, findings of two major surveys are reviewed and tentative conclusions drawn about the following questions:
1) How do federal employees feel about the existing (pre-CSRA) performance appraisal system?
2) Do they trust their organizations to develop and implement performance appraisal methods that are fair and equitable?
Kywds: federal employees, Civil Service Reform act, performance appraisal implementation.


AKS: In several key areas, OPM data indicate that "senior-level" employees (GS 13-15 and SES) are somewhat less than convinced that legislated objectives will be realized in practice. In addition, survey data obtained from four Navy R&D laboratories (1981) show trends that reflect uncertainties now afflicting the federal establishment.

Kywds: federal workforce, Civil Service Reform Act, attitudes, office of personnel management.


AKS: The present field investigation was designed to test the impact of situational constraints on performance, affective outcomes, and turnover.

Kywds: situational constraints, performance, affective outcomes, turnover.


AKS: The relationship of physical attractiveness, attitude similarity, and social background to performance ratings and salaries was examined at two public accounting firms.

Kywds: physical attractiveness, attitude similarity, social background, organizational outcomes.


AKS: In the area of performance appraisal, libraries and other nonprofit organizations face a special dilemma of providing job feedback while maintaining a nonauthoritarian climate. This paper assesses the utility of four approaches to this problem: behavioralism, minimal model, heuristic literature, and tacit knowledge from in-house experimentation.

AKS: Discusses how organizational culture may be a roadblock to the proper administration of performance appraisals.


AKS: This study examined the effects of task and supervisory experience on causal attributions and recommendations for corrective action following poor performance.


AKS: MBO has a high failure rate and is particularly vulnerable during its first few years. This paper examines the crucial first five years of MBO's experience in HEW/HHS.


AKS: Organizations need to create the conditions in which superiors use their power effectively and appropriately, perhaps especially when subordinates are performing inadequately.

AKS: Power differences are thought to interfere with superiors’ interaction with subordinates. However, it is also argued that superiors with considerable power are most supportive of their subordinates. To explore these opposing positions, 90 undergraduates became managers with either high or low power who believed their goals were cooperatively, individualistically, or competitively related to their subordinate.

Kywds: power, superior-subordinate interaction, social context.


AKS: In this study 2056 assessment center candidates were rated on eight skills or abilities (traits) measured over five situational exercises (situations). Person, situation, and trait variance components were identified via the multitrait – multimethod matrix analysis.

Kywds: assessment center, traits, situations.


AKS: A typology of the design of organizational reward systems that explicitly addresses attraction, evaluation, and retention of valued professionals is offered with four cultural contexts: the Apathetic Culture, the Caring Culture, the Exacting Culture, and the Integrative Culture.

Kywds: organizational cultures, organizational reward systems, professional employees.


AKS: The performance ratings made by the peers and supervisors of corrections officers were investigated. Attention was focused on the effects of rater and ratee personal, attitudinal, and relationship variables on performance ratings and on examining performance perspective differences as an explanation of rating agreement.

Kywds: similarity, rating agreement, peer, supervisors.

AKS: This study examines the effects of organizational differences and rater differences on performance appraisals.

Keywords: organizational differences, self rating, peer ratings, supervisory ratings.
VII. Developing Appraisal Systems/Instruments


AKS: In 1984, Los Alamos National Laboratory introduced a new performance appraisal system that was developed by line managers of the organization and that was flexible enough to be applied to all employees.

Keywords: job responsibilities, attitudes, improvements, communication.


AKS: P.A. is reinterpreted as a test development task, and the appraiser is examined in terms of how well he/she can utilize ratee information validly in judging performance.

Keywords: tests, training, formats.


AKS: This article attempts to clarify some issues regarding the development and use of behaviorally anchored rating scales (BARS).

Keywords: behaviorally anchored rating scales, effectiveness, rating process, Smith and Kendall format, observation.


AKS: The approach integrates performance appraisal into a broader performance management process and accounts for the two dimensions of performance that we strongly believe must both be accounted for, the individual’s behaviors on the job and the results achieved.

Keywords: performance management, job behaviors, performance results.


AKS: In health care the assessment center is still in its infancy in terms of numbers of organizations using the process, sophistication of application and breadth of scope.

Keywords: assessment centers, assessment center components, health care.

AKS: The article describes the step-by-step development of a performance appraisal system for evaluating middle-management personnel in a federally and municipally funded social service agency.

Kwds: middle management, social service agency, evaluation.


AKS: This study demonstrated the use of quantitative content validity procedures in the development of a job-related behavioral rating scale criterion for entry-level psychiatric aides.

Kwds: content validity, behavioral rating scale, scale development.


AKS: Multiple-rater, or team, evaluation appraisal systems offer a number of motivational benefits that make multiple-rater systems clearly superior to conventional, supervisor-only evaluation procedures.

Kwds: team evaluation, employee participation, feedback.


AKS: Performance appraisal systems have been plagued by two major problems: the inaccuracy of raters, and supervisors who are caught in a dilemma because their role as the sole evaluators of performance undermines their more constructive role as performance coaches and counselors. The innovative Team Evaluation (TE) process for performance appraisal solves this double bind.

Kwds: team evaluation process, rater inaccuracy, supervisor dilemma.

AKS: The Management Excellence Inventory (MEI) is a management strengths and needs assessment instrument developed by the U.S. Office of Personnel Management for use by federal agencies in their management development systems.

Keywords: Management Excellence Inventory, needs assessment instrument, management development systems, competencies-based model.


AKS: Accurate evaluation of employee performance is crucial, but most existing systems have crucial shortcomings. A new system, TOPES, is cost effective, versatile, easy to understand and use.

Keywords: T.O.P.E.S., cost effectiveness, versatility, adaptation.


AKS: Author presents techniques of performance appraisals and offers a new effective review procedure.

Keywords: evaluation techniques, performance appraisal problems, four step appraisal program.


AKS: Self-appraisals are becoming more and more common. How well does the system work?

Keywords: self-appraisal system problems, self-appraisal system rewards, alleviating the problems.


AKS: Appraisal must be a partnership in which performance goals are participatively set and progress is monitored on a regular basis.

Keywords: participation, goal setting, communication.


AKS: This article describes a successfully implemented employee development model that has been created to meet multiple needs.
Keywords: work planning, job analysis, development diagnosis, development plan.


AKS: This study describes a performance appraisal system that has been developed and successfully implemented by Control Data Corp., a large computer and financial services company operating in 47 countries.

Keywords: system components, support system, monitoring and tracking system, measuring system success.


AKS: Both managers and subordinates are wary of "appraisals," but make them "performance review and development" sessions and everyone can benefit from this more positive approach to developing employee potential and fulfilling company goals.

Keywords: appraiser reluctance, performance review and development (PR&D), PR&D purpose, appraiser training.


AKS: The current performance appraisal situation is reviewed in light of recent equal employment opportunity requirements and managerial developments.

Keywords: equal employment opportunity requirements, library staff, managerial developments.


AKS: Alternative types of MBO are explained and an approach to overcome many of the inherent problems is offered.

Keywords: MBO, rate-setting, performance standards, outcomes, measurement, accountability, motivation.


AKS: Assessment center technology has been used for promotion, selection, training and development. This paper proposes a use that has not yet had serious consideration—performance appraisals.

Kywds: assessment center, organizational effectiveness, performance appraisal inefficiency.


AKS: This article describes an alternative measurement approach—applied operant measures (AOM).

Kywds: applied operant measurement, scale development, rating assessment.


AKS: A.P.A. system tailored to fit ratee task characteristics is proposed.

Kywds: task characteristics, observational accuracy, rating performance accuracy.


AKS: Is it possible to design a system that is both legally defensible and enhances performance?

Kywds: legally defensible, job relevant performance standards, documentation, feedback, audit process.


AKS: We believe that front-end evaluations (anticipatory evaluation) can improve HRD programming greatly and will yield greater return on invested resources than anything that can be done after an HRD program is on line.

Kywds: anticipatory evaluations, HRD programming, integrated evaluations, context evaluations, evaluability assessment.

AKS: Performance appraisal can provide a mechanism for drawing together two key elements of successful management – productivity and communication – but only if it is properly structured and implemented.

Keywords: communication, productivity, appraisal design, appraisal implementation.


AKS: Performance appraisal is a perennial topic because of its importance. While there are no final answers, Bechtel has developed a workable approach.

Keywords: substantiating, developing understanding, gaining acknowledgment, action planning, performance counseling.


AKS: The aim of this study was to develop an evaluation system for a firm of organization consultants, avoiding the bottlenecks in such a system, such as subjectivity, one-way judgment by superiors, and minimal participation of the judged persons in the judgment process.

Keywords: evaluation system, organization consultants, leadership patterns.


AKS: Using a performance appraisal instrument to aid other HR functions.

Keywords: behaviorally anchored, rating scales, human resource managers, recruiting.


AKS: Research recently completed for a large international craft union provided the opportunity for an empirical assessment of functional job analysis (FJA) as a method for developing job-related performance standards.

Keywords: functional job analysis, performance standards, work samples.

AKS: Many organizations use merit increases to reward performance, but few use merit bonuses. Yet a merit bonus system may be the sounder way to reward performance.

**Kywds:** merit bonus approach, implementation suggestions, reinforcement.


AKS: The behavioral-expectation approach, instead of using one or two generic questionnaires to evaluate a wide variety of exempt and nonexempt positions, involves a customized appraisal for each position.

**Kywds:** behavioral-expectation approach, customized appraisals, evaluation criteria.


AKS: Recognition is growing of the need to adapt procedural due process to performance appraisal systems to encourage supervisors to accurately rate employees' job performance because their ratings may be challenged and possibly adjudicated.

**Kywds:** procedural due process, feedback, poor performers, discipline.


AKS: Behaviorally Anchored Rating Scales have the potential to increase both the accuracy of employee appraisal and ultimately the effectiveness of the organization.

**Kywds:** BARS, advantages, disadvantages, Bars development.


AKS: A model of performance appraisal (PA), which is broadly applicable to rehabilitation and other human service settings, is described.

**Kywds:** human service professionals, performance appraisal model, model elements.

AKS: This paper describes the development of a behaviorally based performance appraisal system.

**Keywords:** behaviorally based scale, proficiency levels, job tasks.


AKS: In this, the second part of a two part article begun in last month's journal, the authors demonstrate the comprehensive of a performance management system.

**Keywords:** performance management system, standards, feedback, decision making, performance development.


AKS: Performance appraisals should be job-related and objective and should satisfy the KISS principle (keep it simple, stupid).

**Keywords:** job description, appraisal purpose, performance standards, preparation, goals.


AKS: The purpose of the present field study was to see whether employee involvement in the development of rating scales used in the feedback interview affected ratees' perceptions of the interview.

**Keywords:** feedback, perceptions, behaviorally anchored rating scales.


AKS: The means for constructing an effective performance management system is based on an engineering model. The model provides an organized, step-by-step procedure for constructing a system to maximize performance.

**Keywords:** performance management system, performance engineering model, information, instrumentation, innovation.

AKS: James W. Steele, president of Personnel Systems and Development Company, tells how to recognize the shortcomings of a poorly devised system and what features a sound one should have.

Keywords: employee development, corporate goals, poor appraisal system, sound appraisal system.


AKS: Paychex, a payroll processing firm, uses a performance appraisal system that combines an annual review with an individualized goal-setting approach.

Keywords: goal setting, criteria, management reviews.


AKS: A system of employee self-appraisals can be instituted that allows employees to assess their own performance about 6 months before the performance interview.

Keywords: self-appraisal, appraisal interview, feedback.


AKS: The primary goal of the program was to provide an appraisal system utilizing consistent behaviorally-based descriptions of different levels of performance for each job classification.

Keywords: performance standards, behavior based descriptions, legally defensible.


AKS: Court standards for job analysis were used to develop a task-based performance appraisal instrument for use with multiple blue-collar jobs in a small, foamed plastics plant. Race and sex effects in performance appraisal scores and overall performance rankings of 150 employees in three jobs were analyzed with separate factorial analyses of covariance.
Keywords: job analysis, task-based performance appraisal instrument, race effects, sex effects.


AKS: The author applies the principle of quality assurance to internal auditing and combines it with the job performance appraisal process.

Keywords: quality assurance, evaluation tools, audit objectives.
VIII. Training and Motivating Raters


AKS: Demonstrates the use of levels-of-processing theory and social facilitation theory to explain the effect of training format and group size on distance and correlation accuracy, leniency-severity, halo, retention of training and pretraining information, and subject arousal.

Kywds: levels of processing theory, social facilitation theory, accuracy, training format.


AKS: There is no evidence to support the belief that training raters to change rating distributions will increase accuracy or validity.

Kywds: accuracy, training, response set.


AKS: Reasons for the traditional neglect of observational skills in psychology are examined in regard to misunderstandings, to a problematic history of development, and to persistent methodological difficulties.

Kywds: observational skills, nonverbal communication, social skills.


AKS: A proven method for setting performance standards for both quantitative and qualitative tasks is presented and explained.

Kywds: Performance standards, organizational goals, participation, job descriptions, critical incidents.


AKS: Performance appraisal problems can be overcome if an organization makes appraisals a continuing year-round activity, teaches its managers how to appraise year-round, and teaches them how to deal with each worker individually.

Kywds: goal setting, year-round appraisal, manager training.

AKS: The present study evaluated the effectiveness of performance appraisal training in an organizational setting.

Kvnds: managers, training, computer assisted instruction, behavior modeling.


AKS: This article examines the state of current appraisal methods and offers a means for achieving significant improvement through innovations in appraiser feedback.

Kvnds: appraiser feedback, mixed standard scale, objective judgment quotient.


AKS: Ninety business students were randomly assigned to one of three conditions where they used behavioral observation scales (BOS), behavioral expectation scales (BES), or trait scales in observing people on videotape. Half the individuals received four hours of training to minimize rating errors.

Kvnds: rating errors, behavioral observation scales, behavioral expectation scales, trait scales.


AKS: The purpose of this paper is to discuss what we do know about how supervisors are affected by making appraisals and giving feedback, and to offer recommendations for countering such undesired outcomes.

Kvnds: supervisors, trust, power, job satisfaction.


AKS: The formal evaluation is one of the few direct rewards that a supervisor can give to the superior employee, and the supervisor should take advantage of the opportunity.


AKS: Data collected at 2 law enforcement agencies were used to address 3 specific issues concerning the development and implementation of frame-of-reference rater training.

Keywords: rating system, frame-of-reference, rater, training.


AKS: A total of 52 supervisory personnel were trained under one of three performance-appraisal training programs: rater error (response set) training, observation training, or decision-making training.

Keywords: rater training, observation training, decision-making training, accuracy.


AKS: This how-to-article gives trainers practical information to use in a training session on P.A.

Keywords: training, supervisors, appraisal interview.


AKS: To obtain the maximum benefit from the performance appraisal process, managers need to move from opinion to fact. This movement is facilitated as much by the preparation made by the manager before the appraisal as it is by the effort of the manager during the appraisal itself.

Keywords: preparation, critical incidents, job functions, appraisal purpose, improvement.


AKS: This article outlines the major elements which should be included in an effective rater training program. Suggested training approaches and the need for refresher training also are discussed.

Keywords: rater training, standards, rating errors, appraisal interview.

AKS: This article critiques trends in performance appraisal in light of the supervisor's motivation to assess subordinates and suggests avenues which can be explored to overcome the supervisor's resistance to performance evaluation.

Keywords: motivation, supervisors, objectivity.


AKS: Since goals, standards, and context differ so widely, appraisals only make sense when employees are divided into categories based on job responsibilities.

Keywords: goals, standards, context, frequency, raters.


AKS: This research evaluated differences in rater behavior as a function of training program orientation.

Keywords: error training, accuracy training, rater behavior.


AKS: To diminish the uncertainty in the appraisal interview, managers need to examine the four areas that give them the greatest stress.

Keywords: stress, uncertainty, employee reactions, timing, what to tell employees.


AKS: Effective rater training programs must consider employee motivation, aptitude, and feedback in order to be most effective in improving performance and avoiding litigation.

Keywords: rater training, litigation, motivation, aptitude.

AKS: Proper information, preparation, and documentation can reduce the often stressful impact performance evaluation has on both the appraiser and ratee.

Kywds: stress, information, preparation, communication.


AKS: Twenty-five studies that have researched the effects of rater training on the psychometric quality of performance ratings are reviewed.

Kywds: rater training, psychometrics, accuracy.


AKS: Solutions to problems focus on two main areas: the appraisal system and rater training.

Kywds: rater training, job analysis, performance measurement.
IX. Integrating Performance Appraisal Information


AKS: A dynamic view of performance evaluation is proposed that argues that raters who are provided with negative performance data on a previously promoted employee will subsequently evaluate the employee more positively if they, rather than their predecessors, made the earlier promotion decision.

Kywds: performance evaluation, negative performance data, prior evaluation, subsequent evaluation.


AKS: Model describes how rater collects encodes, stores and later reviews information in memory, and the method of weighing and correlating the information to form an evaluation converted to a rating scale.

Kywds: encoding information, storing information, memory, weighing information.


AKS: A laboratory experiment was conducted on profiles of performance: high, average, or low; stable or variable; ascending or descending. Level of performance was found to be the most important determinant of performance evaluations and several other personnel decisions (such as salary increase).

Kywds: level of performance, stability of performance, personnel decisions.


AKS: P.A. is a dual-process system of evaluation and decision making. This dual process is critical for introduction of bias due to the availability of cue and the models the rater is using.

Kywds: dual process system, decision making, bias.

AKS: Presented here are a model and several hypotheses/propositions that suggest how job performance may be related (1) directly to various forms of employee turnover and (2) to precursors of turnover.

Keywords: job performance, turnover, process model.


AKS: By using the following tips in writing performance appraisals, you also find that the process can actually become more satisfying and productive.

Keywords: writing plan, critical incidents file, organization, editing.


AKS: 55 nurses were given descriptions of 2 incidents of poor performance and 1/4 give negative outcome of incident, 1/4 benign outcome, and 1/2 given no outcome. Those with outcome knowledge (esp. negative outcome) rated the outcome as more probable and saw the subordinate as more responsible for the behavior and made more internal attributions.

Keywords: outcome knowledge, outcome valence, internal attributions.


AKS: Subjects hired in proofreading task put into 2 conditions: supervisors of proofreaders with no experience at task and supervisors with experience at task. The latter tended to make more external attribution when subordinate did poorly.

Keywords: external attributions, job experience, poor performance.


AKS: Based on data from four independent studies with a total sample size of 1,474, path analysis was used to examine the causal impact of job experience on job knowledge, performance capability as measured by job sample tests, and supervisory ratings of job performance.
Keywords: path analysis, job knowledge, job experience, performance capability, job performance.


AKS: A laboratory experiment was conducted to examine how information initially encountered for one decision was later used for evaluating ratee performance.

Keywords: initial information, subsequent performance, memory.
X. Practical Performance Appraisal System Considerations


AKS: A properly conducted performance appraisal can improve company operations and increase efficiency by focusing employee attention on long-term objectives rather than day-to-day output. Appraisal systems also can provide protection against claims of wrongful discharge and other grievances.

Kywds: documentation, ongoing appraisals, advantages.


AKS: Few people have been given training in how to receive a performance appraisal. Understanding the process and knowing how to deal with feedback can help employees conquer their fears.

Kywds: feedback, expectations, goals, long-term perspective.


AKS: Job description, can be used as a tool in performance appraisal. As such, they establish a rational link between job content and performance, thus strengthening the appraisal process.

Kywds: job descriptions, policies, rater training.


AKS: Managers who effectively use the performance appraisal process will be more assertive, goal-oriented and constructive.

Kywds: emotions, appraisal process, goal-oriented.


AKS: P.A. interviews were reviewed in the context of recent P.A. models. Three factors proved useful for producing effective interviews: (1) knowledge of subordinate's job and performance; (2) superior's support of subordinate; and (3) subordinates open participation.

Kywds: appraisal interview, interview format, interview frequency, interview function, goal setting.

AKS: Describes a modified MBO appraisal approach based on company-wide objectives, active participation, periodic review, differentiated performance levels, and continuing employee development.

Kywds: MBO, participation, development, program audit, cooperation, teamwork.


AKS: A superior alternative to yearly evaluations is to make appraisal an ongoing process that clearly begins during the first week of employment and actively continues throughout the year.

Kywds: new employees, feedback, supervisors, preparation.


AKS: In this article the basis for errors in profit center measurement systems is described, how these result in suboptimal measurement systems, and suggestions for action management can take to correct the problems the systems create.

Kywds: profit center managers, conceptual errors, measurement systems, correction.


AKS: Describes how XEROX uses a MBO-based appraisal format with written narratives to assess task accomplishment, professional and personnel development goals, financial, and HR goals.

Kywds: MBO interim review, motivation, system audit.


AKS: Most managers dislike performance appraisals, and many lack the people skills necessary to evaluate performance. The use of a systematic approach to appraisals based on a clear, mutually understood contract between the employee and the supervisor can turn this dilemma into a constructive process.

Kywds: appraisal contracts, job description, guidelines.

AKS: The design and enforcement of a performance appraisal system or the lack of identifiable and enforceable procedures may invite employee lawsuits.

Kywds: litigation, dismissals, guidelines.


AKS: Since appraisal timing and frequency vary widely but informal performance information is available on an on-going basis, a mechanism for implementing a systematic process of collecting and using performance information is offered.

Kywds: timing, frequency, information collection.


AKS: How to use appraisals to motivate – not frustrate – your employees.

Kywds: poor performance causes, self-appraisal, legal issues.


AKS: Dissatisfaction with the old system has led the biotechnology and chemical company to experiment.

Kywds: progress reviews, motivation, employee involvement.


AKS: Current methods of appraising personal skill, knowledge, and potential and overall worth are largely subjective and discriminatory. Far-sighted employers are auditing their appraisal systems to ensure they meet professional standards.

Kywds: litigation, performance standards, personnel actions.


AKS: Describes how a state agency developed a performance appraisal system based on a combination of MBO and the forced choice method.
Keywords: forced choice, pay for performance, merit pay, MBO, lump-sum.


AKS: While it is not easy to consider job performance alone when performing an employee evaluation, it is the only fair way to evaluate workers.

Keywords: job performance, personality, supervisors.


AKS: A laboratory simulation was conducted to examine the influence of assesses' pattern of performance on assessor ratings of assessee performance, assessor attributions for assessee performance, and rating accuracy.

Keywords: patterns of performance, rating frequency, attributions.


AKS: P.A., no matter how well thought out, always seems to cause hard feelings between supervisors and employees, and management only makes the situation worse by pretending that the system functions properly. The solution seems to lie not in claiming too much for the system, but in claiming a little less.

Keywords: subjective, negative, credibility, performance categories, judgment.


AKS: A simple survey and 5-point effectiveness checklist can give you the information you need to evaluate how well your system works...and why.

Keywords: survey, program effectiveness, requirements for effective program.


AKS: The extension of the utility logic to cover other areas of personnel including the performance measurement and feedback paradigm is proposed and a demonstration of such an application is provided.
Kywds: utility concepts, performance measurement, feedback paradigm.


AKS: The Minnesota Department of Transportation (MN/DOT) decided to conduct an employee survey on its performance appraisal process. The major objectives of the survey were twofold: (1) to find out how employees felt about the current system; (2) to solicit suggestions for improvement.

Kywds: employee perceptions, suggestions, frequency, self-appraisal.


AKS: Failed appraisal systems may be inappropriate or unmonitored systems or ones that are poorly defined, communicated, or supported. Good appraisal systems share some essential elements.

Kywds: guideposts, timetable, flexibility, system checks, endorsement.


AKS: Enhancements can be made to a conventional performance appraisal system to obtain better results.

Kywds: job expectations, job requirements, performance standards.


AKS: This is the conclusion of a 1987 survey identifying appraisal practices currently in use in private industry, and comparing these practices with those from 1977 (when a similar survey was performed).

Kywds: rating scale, critical incidents, employee comparison, results-oriented appraisal.

AKS: The major sources of problems and dissatisfaction with appraisal systems can be categorized as: 1. organizational problems, such as using performance appraisal for conflicting purposes, and 2. supervisory problems, which reflect employees' beliefs that appraisals are not objective. Techniques are available to improve the accuracy, fairness, and defensibility of appraisals.

Kywds: criticism, techniques, recommendations, improvements.


AKS: The article analyzes labor relations, collective bargaining and human resources management issues due to the establishment of P.A. systems in federal government agencies that have labor relations obligations.

Kywds: labor relations, collective bargaining, federal agencies.


AKS: In a longitudinal study of employee reactions to two types of appraisal systems, employee attitudes towards their appraisal system, job, supervisor, company, frequency and quality of feedback, and compensational and promotional policies are compared under the traditional trait approach and the more objective results-oriented approach.

Kywds: employee perceptions, trait approach, results-oriented approach.


Kywds: salary discussion, participation, work planning, utility.

AKS: Since one reason for disliking performance appraisals is the limited knowledge raters have of ratees' performance, an alternative approach that relies on input from both supervisors and subordinates may alleviate this problem.

Keywords: subordinate appraisal, multiple perspectives.


AKS: Effective appraisals can motivate employees and propel them upward.

Keywords: scale format, subjective weighting, performance dimensions.


AKS: Ten common-sense guidelines can mean the difference between success and failure in a company's performance appraisal program.

Keywords: guidelines, goals, work results.


AKS: When the appraisal system itself is inadequate or ineffective, even the best techniques will suffer. The author gives ten guidelines designed to help top management assess such a system.

Keywords: heuristic guidelines, appraisal system assessment, effective appraisal characteristics.


AKS: Ford Motor Company's total quality efforts are reaching an area not covered by traditional quality improvement programs: the performance appraisal system.

Keywords: total quality concept, Ford, appraisal problems.


AKS: Appraisal should be based on the behaviors most important to the job, since most people are paid for behaving in a way that is necessary to fulfill the job requirement. This type of appraisal will help combat the influence of stereotypes, including those associated with appearance.
Keywords: attractiveness, job performance, feedback, continuing appraisal.


AKS: The present study was undertaken specifically to examine state government employee performance appraisal practices and to document further the "state-of-the-art" of this management tool in the public sector.

Keywords: state government employee, policies, appraisal techniques.


AKS: The practicality of three appraisal instruments were measured in terms of user preference, namely, behavioral observation scales (BOS), behavioral expectation scales (BES), and trait scales.

Keywords: behavioral observation scales, behavioral expectation scales, trait scales, user preferences, instrument practicality.
XI. Performance Feedback and/or Goal Setting


AKS: The present study experimentally manipulated characteristics of both the feedback message and the source of feedback.

Keywords: feedback message, feedback source, recipient response.


AKS: A field study used the Job Feedback Survey (Herold & Parsons, 1985) and performance data gathered from multiple sources to examine the relationship between the perceived organizational feedback environment and performance.

Keywords: feedback environment, job performance.


AKS: Margaret A. Bogerty tells how you can prepare for your appraisals by putting together your own complete description of your job responsibilities and any changes in these that have occurred over time, detailing all your accomplishments and failures, and explaining what you or the company could do to help you overcome your shortcomings.

Keywords: preparation, job description, self-assessment, performance interview, salary.


AKS: Using a highly complex, computerized decision-making task, 56 university students participated in a six-week long, repeated measures, goal-setting project, involving different payment systems.

Keywords: goal-contingent payment, hourly payment, goal setting.

AKS: In this paper a control systems model of motivation is developed in which a goal is considered a referent or desired state to which performance is compared. Any discrepancy (error) between goals and performance creates a corrective motivation.

Keywords: goal setting, motivation, feedback, behavior.


AKS: The present study assessed the effect of varying the frequency of feedback in an applied setting - in the area of industrial/occupational safety.

Keywords: feedback, frequency, safety performance, training, goal setting.


AKS: The present study considered the effect of goal setting on supervisors' evaluations of employees' performance and the causes attributed to that performance.

Keywords: goal setting, attributions, supervisors.


AKS: An MBO system should be assessed for effectiveness but often management does not know how to do this. A 7 step plan suggested here provides feedback to management.

Keywords: MBO, assessment, feedback.


AKS: Hypothesis: Does goal setting and participation moderate the correlation of perceived favorability of the appraisal with opinions of the appraisal process?

Keywords: goal setting, participation, favorability, opinions.

AKS: This study examined supervisor perceptions and subordinate reactions to formal performance-appraisal reviews.

Keywords: appraisal dimensions, perceptions, reactions.


AKS: Patterns of performance feedback communication were explored in a study involving 52 students enrolled in a graduate-level organizational behavior course.

Keywords: communication patterns, feedback, poor performance, attributions.


AKS: A field experiment was conducted to assess the relation of computer-generated feedback to an individual's task performance.

Keywords: computer generated feedback, task performance, feedback specificity.


AKS: The present investigation examined the effects of different types of participation (choice) and role models in goal setting on goal acceptance, goal satisfaction, and performance.

Keywords: participation, role model, goal acceptance, goal satisfaction, performance.


AKS: What if the appraiser did receive feedback regarding the relative accuracy of the performance evaluations made? Such feedback would transform the appraisal process into an experiential learning situation in which the feedback would enable the appraiser to continually improve the quality of the evaluations made.

Keywords: experimental learning, feedback, accuracy.

AKS: The present research consisted of two studies - one laboratory and one field experiment - hypothesizing a two-step model (participation - acceptance - performance) with which participation could be tested more effectively.

Keywords: participation, two-step model, goal acceptance.


AKS: The way to increased productivity may be as simple as a performance improvement system that keeps employees informed of what needs to be done and rewards them for doing it.

Keywords: productivity, rewards, mismanagement.


AKS: These truths about performance appraisals may steer you toward a more effective system.

Keywords: effectiveness, purpose, objectivity, goals.


AKS: A Behaviorally Anchored Rating Scale (BARS) developed according to Bernardin, LaShells, Smith, and Alvares' (1976) optimal procedure was compared with a carefully constructed summated rating scale.

Keywords: behaviorally anchored rating scale, performance feedback, summated rating scale.


AKS: The purpose of this study was to examine the effects of a situational constraint - an externally set goal - and related cognitive variates - outcome expectancies, perceived self-competency, and goal commitment - on the performance and goal setting of 79 novice negotiators.

Keywords: goal setting, outcome expectancies, self-competency, goal commitment.

**AKS:** Forty-one groups with appointed supervisors and either two or three subordinates worked on a clerical task for three 10-min sessions and received feedback on their performance. Supervisors evaluated subordinate performance and provided feedback for the subordinates.

**Keywords:** feedback, attitudes, responses.


**AKS:** Although research has clearly demonstrated that specific and timely feedback to individuals is beneficial to task performance, little attention has been paid to the content of the feedback on the most typical type of work tasks—tasks in which high performance along both quality and quantity dimensions is desired and in which quality and quantity are inversely related at high levels of performance.

**Keywords:** feedback content, task quality, task quantity.


**AKS:** Sixty supervisor-subordinate pairs were sampled before and after annual performance appraisal interviews used to discuss the subordinates' goal accomplishments over the past 12 months.

**Keywords:** agreement, supervisors, subordinate.


**AKS:** A field experiment to examine and compare the effectiveness of four appraisal interview conditions was conducted.

**Keywords:** feedback, goal setting, reaction factors.


**AKS:** In a field experiment, goal setting and feedback involving both behavior and outcome simultaneously was found to be superior to that involving either behavior or outcome alone on sales performance, but not on employee satisfaction.
Kywds: goal setting, feedback, employee behavior, employee satisfaction.


AKS: Often in criticizing a subordinate’s performance in an effort to improve it, managers end up damaging their work relationship with the employee. The key is to confront, not criticize.

Kywds: criticism, confrontation, performance improvement.


AKS: The performance review is the culmination of a successful appraisal process.

Kywds: review process, self-evaluation, record keeping.


AKS: A model of the overall feedback process is outlined.

Kywds: feedback, attitudes, model.


AKS: The purpose of this study was to examine the effects of two variables on supervisors’ performance feedback to subordinates: (1) the valence of the subordinate’s performance, that is, whether the subordinate has performed well or poorly, and (2) the degree to which the supervisor’s monetary outcomes are dependent on the subordinate’s performance.

Kywds: feedback, performance valence, outcome dependence, supervisors.


AKS: The purpose of this study was to investigate the dimensional structure of managers’ performance feedback to subordinates.

Kywds: feedback, dimensions, factor analysis, managers.

AKS: A government agency wished to define effective supervisory behavior. Fifty-seven government employees participated in the job analysis.

Kywds: self-set goals, participatively set goals, assigned goals, supervisory behavior.


AKS: This study examined the effect of self-efficacy, goals, and task strategies on goal choice and task performance.

Kywds: self-efficacy, task strategies, goal choice, task performance.


AKS: Official Air Force goals for courtmartial processing time had existed for years but were generally ignored because they were considered unrealistic or unimportant. A new TAC staff advocate decided that processing time should be improved and emphasized goal attainment through various procedures.

Kywds: goal attainment, goal setting theory, goal emphasis.


AKS: The authors discovered that executives continually focused on their own concerns and frustrations as appraisers. Interviews with sixty upper-level manager suggested that executive performance appraisals are typically conducted very badly.

Kywds: executives, frustration, feedback.


AKS: By implementing procedures suggested here, both employers and employees can transform such reviews into positive experiences.

Kywds: appraisal interviews, anxiety, defensiveness, positive experience.

AKS: A meta-analytic study was conducted involving primarily published research from 1966 to 1984 and focusing on the relationship between goal-setting variables and task performance.

Kywds: meta-analysis, goal setting, task performance.


AKS: This paper explores the prediction of King and Bass (1974) that black managers and supervisors may be more reluctant than whites to accept management programs such as management by objectives.

Kywds: MBO, race, public agency.


AKS: A systematic approach for collecting and categorizing performance data can be a useful tool for training need analysis.

Kywds: training, needs assessment.


AKS: The recent theoretical explanation for complex behavior proposed by Naylor, Pritchard, and Ilgen (1980b) is suggested as a conceptual framework for understanding the effects of goal setting.

Kywds: goal setting, motivation, constructs.


AKS: Using graphs as a feedback technique in areas of performance - especially attendance and productivity.

Kywds: feedback, attendance, productivity, graphs.

AKS: The present study investigates the attitudinal impacts of the receipt of formal performance appraisal feedback.

Kywds: feedback, attitudes, organizational commitment.


AKS: Ninety undergraduate students participated in a laboratory study to examine the influence of feedback sign and feedback credibility on goal setting and task performance.

Kywds: goal setting, feedback credibility, task performance, feedback sign.


AKS: How you can handle the problems that arise when employees are passed over for promotion, downgraded, underemployed, or undercompensated.

Kywds: status deprivation, career consequences, performance evaluations, prevention.


AKS: Individuals' reactions to their performance appraisal interviews were examined in two analyses of managers who appraised their subordinates.

Kywds: managers, feedback, satisfaction, reactions.


AKS: Using a 2 x 2 experimental design, the present study examined the main and interactive effects of feedback sequence (negative-positive vs. positive-negative) and expertise of the rater (high vs. lows) on perceptions of feedback accuracy.

Kywds: feedback sequence, rater expertise, feedback accuracy.

AKS: The present study, employing a 2 x 2 true-experimental design and regression analyses assessed the main and interactive effects of feedback consistency (consistent vs inconsistent), and feedback favorability (acceptable vs superior), for feedback given at two time periods on measures of perceived feedback accuracy and self-perceived task competence.

Keywords: feedback consistency, feedback favorability, feedback accuracy, task competence.


AKS: The effects of (a) favorability of feedback and (b) number of feedback agents on self-perceived task competence and perceived accuracy of feedback were examined.

Keywords: feedback favorability, task competency, feedback accuracy.


AKS: A study examined the effect of behavior observation scales (BOS) and graphic rating scales (GRS) on job satisfaction and organizational commitment.

Keywords: behavioral observation scales, graphic rating scales, feedback, organizational commitment.


AKS: Budgets and budget manuals from 123 large American cities were examined to determine the degree to which goal setting and performance assessment have been formally incorporated into municipal budgeting.

Keywords: goal setting, performance assessment, municipal budgeting.


AKS: Examined how individual differences in repression - synthesis moderate effects of negative feedback in task groups.

Keywords: individual differences, negative feedback, task groups.

AKS: This field study investigated the relationships between three types of attributed managerial power (positive, coercive, and legitimate) with subordinates' perceptions of performance appraisal interview processes and their reactions to appraisal feedback.

Kywds: managerial power, feedback, perceptions.


AKS: This article will address the two questions raised above about the ability of a political body to establish goals, and about the appropriateness of organization development training models for political bodies.

Kywds: local government, goal setting, training practices, policy making.


AKS: It is often overlooked that appraisal sessions can be an important part of management by objectives, which relies heavily on employee input managed properly, the appraisal session can be a time for the supervisor and employee to agree on their common objectives and establish standards based on an understanding of each other’s point of view.

Kywds: MBO, standards, employee input.


AKS: This article reports results of survey research on the effects of feedback on government employees' job attitudes and on their perceptions of evaluation and reward systems.

Kywds: feedback, job attitudes, behavior, government employees, survey.

AKS: The purpose of this article is to define and differentiate between performance standards, goals, and objectives by using DP examples. Then a model will be introduced that hopefully will help clarify the relationship between the above three variables and feedback. Finally, goal-setting and feedback guidelines are given for DP managers.

Keywords: performance standards, feedback, goals, objectives.
XII. Measurement Issues


AKS: Two variables, initial impression and rating task centrality, were hypothesized to bias the recording of performance-related behavioral incidents used by raters during appraisal.

Kywds: initial impression, rating task centrality, bias.


AKS: It was suggested that the extremity of the scale values associated with standards used to represent effective and ineffective performance in Mixed Standard Scales may affect the nature of performance ratings derived from MSS responses and decisions based on MSS ratings.

Kywds: mixed standard scales, standard extremity, performance ratings.


AKS: By identifying item validities, ratings on invalid items were statistically removed from ratings on valid items in the prediction of forced-choice ratings. Using this procedure, 11 studies were conducted in two different organizations, with ratings done for three different purposes, using five different rating forms to evaluate five different levels of jobs by four different levels of raters.

Kywds: valid halo, invalid halo, forced-choice measurement.


AKS: We examined a number of gaps and weaknesses in the rater error-accuracy literature and drew some conclusions about the usefulness of this line of inquiry, given the current nature of the measures and the current state of our theories.

Kywds: halo error, accuracy, rating validity.

AKS: Surveys were conducted of 48 middle managers from a large computer manufacturer and 59 police sergeants from 4 police agencies to determine the extent to which attributions of performance differ as a function of their perspective of the evaluator.

Keywords: attributions, accuracy, rater training.


AKS: The problems of validity and utility for various approaches are discussed.

Keywords: validity, utility, appraisal methods.


AKS: Assessment center ratings of eight abilities from each of five situational exercises were examined for their cross-situational consistency and discriminant validity.

Keywords: assessment center, discriminant validity, cross-situational consistency, abilities.


AKS: The influences of rater age and ratee age on performance evaluations of 513 exempt managers from a large manufacturing organization were examined.

Keywords: rater age, ratee age, performance criteria.


AKS: A key to the centers' success is that they provide each employee with an opportunity to perform under the same set of circumstances. Yet there appear to be considerable differences in the operating procedures used by different centers. Given the importance which uniformity plays in the assessment process, it is important to look at some of these differences in procedures in order to evaluate their impact.
Kywds: assessment center, operating procedures, evaluation team, uniform standards.


AKS: Took measures of perceived relationships between Job Dimension and compared with observed correlation matrices and normative true score matrices.

Kywds: job dimension, halo error, performance ratings.


AKS: The goal of the present research was to develop a design that combined both the multitrait-multimethod and person perception designs.

Kywds: rating distortions, multitrait-multimethod design, person perception design.


AKS: The thesis here is that the stereotype-fit model and passive observer research procedures have led researchers and theorists to overemphasize cognitive determinants and neglect behavioral, affective, and social determinants of biases in subjective appraisal.

Kywds: stereotype-fit model, bias, subjectivity.


AKS: This article develops a hierarchy of job comparability and offers suggestions for designing appraisal systems to allow comparisons among employees.

Kywds: job comparability, hierarchy, comparisons.


AKS: A study that investigated the manner in which social comparison performance information affects the accuracy of self-ratings and the agreement between self- and supervisor ratings.
Kywds: performance information, self-ratings, accuracy, social comparison, supervisor ratings.


AKS: Structural equation model analysis is used to examine the relationship between self-esteem and leniency bias in self-reports of performance.

Kywds: self-esteem, self-reports, bias, structural equation model analysis.


AKS: "Halo error," in short, may reflect, at least in part, a process that systematically alters true performance and ability prior to halo measurement. If so, it would not be possible to correct for halo error using overall performance ratings.

Kywds: halo error, true performance, overall performance ratings.


AKS: The formation of illusory correlations between group membership and quality of job performance was investigated in four experiments.

Kywds: illusory correlations, group membership, information processing theory.


AKS: The use of halo error measures, the possibility of negative halo errors, and implications of the results for rater training are discussed.

Kywds: halo error, negative halo error, rater training.


AKS: A study examined the hypothesis, which was suggested by Mumford (1983) and derived from social comparison theory, that raters will be more accurate in rating peers perceived to be similar to themselves.

AKS: This study evaluated the validity of self-assessment in a natural setting. It also addressed the possibility of improving the utility of self-assessment by cautioning subjects that their responses could be compared with other existing data on them.


AKS: Limited cognitive capacity of the human mind can limit the objectivity of performance ratings unless specific actions are taken to insure objectivity.


AKS: A study examined the influence of the number of dimensions that assessors rate on the observation, classification, and evaluation of behaviors.


AKS: Meta-analysis (Hunter, Schmidt, & Jackson, 1982) of 50 assessment center studies containing 107 validity coefficients revealed a corrected mean and variance of .37 and .017, respectively. The findings suggest that assessment centers show both validity generalization and situational specificity.


AKS: Isolation of the influences behind neutral responses is the chief concern of this paper.
Kywds: neutral responses, influences, subordinate ratings.


AKS: 2 major problems with partial correlation approach: (1) correct use of techniques depends on the validity of specific causal assumptions regarding the rating process; (2) previous tests of this approach specifically Landy et. al. (1980) had problems with the analytic procedures.

Kywds: partial correlation, rating process, halo error.


AKS: Prompted by a concern with the effects of appearance on how individuals and their work are regarded and how rewards are allocated in work settings, an experiment was conducted to determine whether physical attractiveness differentially affects the performance evaluations and recommended personnel actions for men and women holding managerial and nonmanagerial jobs.

Kywds: appearance, men, women, managerial jobs, nonmanagerial jobs.


AKS: Models of performance rating accuracy were reviewed and combined into an integrative framework. This framework was used to review the empirical studies on performance - rating accuracy.

Kywds: accuracy, framework, rater, ratee, training.


AKS: The present work suggests a conceptualization of the halo effect in terms of a suppressor variable. Accordingly, a multiple regression approach for the treatment of halo variance is suggested.

Kywds: halo error, suppressor variable, multiple regression.

AKS: This study investigated the psychometric properties of three methods of scoring a Mixed Standard Scale (MSS) performance evaluation: the patterned procedure, a simple nonpatterned scoring procedure, and a procedure that assigned differential weights to each statement on the basis of scale values provided by a panel of subject matter experts.

Keywords: mixed standard scale, psychometric properties, scoring methods.


AKS: General factors in rating data resemble general factors in measures of human ability. Removing such general factors as if they were halo rather than true score may eliminate more of the variance from rating data than is justifiable.

Keywords: general performance dimensions, halo error, variance, rating data.


AKS: It is argued here that the experimental methods of social psychological research may not be well suited to the study of particular issues in P.A.

Keywords: social psychology, research methods, performance appraisal process.


AKS: This study focused on conceptualizing and measuring a particularly pervasive form of rating error-halo. Longitudinal data were analyzed to assess the relationship between rater-ratee familiarity and halo error, and the degree of congruency among four of the five common measurements of halo error.

Keywords: halo, rating error, halo indicators, familiarity.


AKS: This article presents methods for assessing agreement among the judgments made by a single group of judges on a single variable in regard to a single target.

Keywords: agreement, judgments, interrater reliability.

AKS: An earlier article by the present authors (Bernardin and Kane, 1980) pointed out a serious flaw in the conceptual basis of Behavioral Observation Scales (BOS). The present article explains this flaw in more detail and shows that its solution would make BOS indistinguishable from other methods already in existence.

Keywords: behavioral observation scale, error capitalization, flaws.


AKS: All published studies comparing behaviorally anchored rating scales (BARS) with other rating formats were reviewed.

Keywords: behaviorally anchored rating scales, rating formats, psychometric characteristics.


AKS: This study examines correlates of rater-ratee acquaintance.

Keywords: rater-ratee acquaintance, rater bias, sales supervisors.


AKS: The impact of sex-role stereotypes on performance ratings and causal attributions of performance were examined after controlling for confounding variables inherent in past research.

Keywords: sex-role stereotype, causal attributions, bias.


AKS: The finding that assessment centers are successful in making valid predictions of managerial success is well established in the literature. Unfortunately, it is not clearly understood why assessment centers work.

Keywords: assessment centers, predictive validity, explanations.

AKS: For the present research, meta-analytic techniques were used for more substantive conclusions about the existence of ratee race effects and whether the effects were related to rater race or were moderated by situational factors.

Keywords: meta-analysis, ratee race effects, situational factors.


AKS: Test of rating scale formats and relation to raters' cognitive complexity.

Keywords: scale format, cognitive complexity, rating errors.


AKS: It is suggested that the partiality procedure generally yields unspecifiable and uninterpretable residuals, and that it may only be used appropriately when there is no halo error in dimensional ratings to begin with!

Keywords: halo, partial correlation, causal structure, causal priority.


AKS: Responds to criticisms of their 1980 article on the methodology and suggests methods by which more accurate estimates of expected values of dimensional intercorrelations might be obtained.

Keywords: halo error, methodology, intercorrelations.


AKS: 144 deputy sheriffs were rated on 9 job performance dimensions on 2 different rating scales by 2 raters. This minimized leniency error, restriction of range and low reliability and other problems usually found with P.A. ratings.

Keywords: rating errors, job performance dimensions, rating scales.

AKS: The reliability of a behaviorally anchored rating scale and the reliability of a bare trait rating scale measuring the same categories of expected behavior of medical laboratory students were studied.

Kywds: behaviorally anchored rating scale, bare trait rating scale, reliability.


AKS: Criticizes Landy et. al. (1980) method of statistically controlling for halo because it may remove true score variance in ratings and also because their research used the wrong unit of analysis since data was aggregated over raters and halo is assumed to be an individual raters error.

Kywds: halo error, variance, unit of analysis.


AKS: There is evidence that memory-based evaluations and ratings of behavior are subject to systematic distortion, which results in high levels of halo. This suggests that memory-based ratings should be less accurate than ratings collected under conditions that minimize demands on memory.

Kywds: accuracy, memory-based ratings, distortions.


AKS: This study tested the hypothesis that the presence of behavioral anchors that closely matched behaviors actually observed by raters would bias performance ratings.

Kywds: behavioral anchors, bias, actual behaviors.

AKS: Although there are data suggesting that accuracy in observing ratee behavior is related to rater errors in performance appraisal, there is little data on the relationship between observational accuracy and performance rating accuracy. Measures of elevation, differential elevation, and differential accuracy in rating the frequency of behaviors previously defined as critical incidents were related to corresponding measures of accuracy in evaluating performance.

Keywords: observational accuracy, performance rating accuracy.


AKS: One hundred and eleven studies published between 1975 and 1984 were grouped into five major substantive categories, and a comparative meta-analysis was used to contrast the outcomes of paper people studies to those of similar studies in which ratings were based on the observation of ratee behavior.

Keywords: meta-analysis, paper people studies, behavioral observation.


AKS: It is suggested that recall of the behaviors of ratees is determined by the degree to which certain behaviors are representative of general judgments made about ratees, and that BOS, as typically used, measure traitlike judgments rather than behavioral observation.

Keywords: behavioral observation scales, behaviorally anchored rating scales, traits.


AKS: In two separate studies, behavioral anchors on one of the scales developed by Murphy and Constans (1987) were manipulated and examined for the effect of bias in these scales on ratings of dimensions that varied in their conceptual and evaluative similarity to the dimension that was manipulated.

Keywords: behaviorally anchored rating scales, bias, rating dimensions.


AKS: We examined the proposition that true halo affects observed halo.
Kywds: true halo, observed halo, correlations.


AKS: The present investigation replicates and extends the recent work of both Mobley (1982) and Wexley and Pulakos (1982) on sex bias in performance appraisals.

Kywds: sex, bias, rating scales.


AKS: This article reports research on error statistics that can be generated using the Mixed Standard Scale (MSS) evaluation format.

Kywds: mixed standard scale, rating errors, quality control.


AKS: The use of an average standard deviation across rating dimensions within raters as a measure of halo is criticized for those cases in which the average of the ratings computed within raters on each dimension is not equal. Standardizing the data for each rater separately within each dimension prior to computing standard deviations across the dimensions corrects this problem.

Kywds: standard deviation, rating dimensions, halo.


AKS: A study examined the effects of rater source, rater and ratee race, rater and ratee sex, and job type on ratings collected for 8,642 first-term US Army enlisted personnel.

Kywds: race effects, sex effects, job type, bias.

AKS: The present study critically reexamines the performance cue effect in leadership ratings by comparing leadership ratings from subjects (n=40) encouraged to respond to only Leader Behavior Description Questionnaire items that they felt could be confidently and accurately rated with complete ratings of the same behavior provided by another sample (n=40).

Kywds: performance cue effect, leadership ratings, bias.


AKS: This study investigated the effect of a temporal delay in rating on leader behavior descriptions and perceptions of leadership.

Kywds: temporal delay in rating, memory accuracy, leader behavior descriptions, cognitive simplification.


AKS: Literature on the use of content validity to establish the job-relatedness of assessment centers is reviewed.

Kywds: content validity, assessment centers, exercise construction.


AKS: Evidence that assessment ratings accurately reflect the complex traits they purport to measure has not been provided to date. This issue is examined by means of the interrelationships among dimensional ratings between and within exercises in three assessment centers.

Kywds: assessment centers, construct validity, exercise design, assessment dimensions.


AKS: In this study we proposed that understanding of interrelations among criterion measures can be improved by differentiating between measures of typical and maximum job performance.

Kywds: typical job performance, maximum job performance, interrelations, criterion measures.

AKS: The hypotheses of the study were (a) that supervisors who participate in a hiring or promotion decision and agree with the eventual decision would positively bias subsequent performance appraisal ratings for that employee, and (b) that supervisors who participate in the original decision but disagree with the decision would bias subsequent performances appraisal ratings in a negative direction.

Keywords: bias, hiring, supervisors.


AKS: In our study, we provided expert raters with enhanced opportunities to view videotapes of five ratees under conditions of high true dimension intercorrelation or low true intercorrelation. The accuracy of expert ratings was compared with the accuracy of nonexpert ratings of the same tapes viewed under more typical rating conditions.

Keywords: expert raters, accuracy, intercorrelation.


AKS: Two experiments investigated whether illusory correlation may systematically bias performance evaluations when ratee satisfaction levels are known.

Keywords: illusory correlation, bias, satisfaction level.


AKS: The present study tests five hypotheses: accuracy will be higher when the true intercorrelation among job components is high rather than low, accuracy will be higher when ratings are made immediately after viewing behavior than when ratings are delayed, rater ability (intelligence) will be positively related to accuracy, the effect of true intercorrelation among job components on accuracy will be greater in delayed than in immediate rating conditions, and the effect of rater ability on rating accuracy will be greater when the rating task is moderately difficult.
Kywds: rater intelligence, job components, true intercorrelation, accuracy.


AKS: We examined methodological and theoretical issues related to accuracy measures used as criteria in performance-rating research.

Kywds: rating accuracy, true scores, criterion measures.


AKS: We analyzed ratings by three categories of raters - superiors, subordinates, and peers - and compared them on four criteria of rating errors: leniency, halo effect, range restriction, and degree of interrater agreement. We analyzed the errors as a function of raters' affect toward ratees.

Kywds: interpersonal affect, rating errors, superiors, subordinates, peers.


AKS: The construct validity of job performance ratings obtained from self, supervisors, and peers was assessed relative to performance data obtained from an objective test of task proficiency.

Kywds: construct validity, self-rating, peer-rating, supervisor ratings.


AKS: The consistency and loci of leniency, halo, and range restriction effects in performance ratings were investigated in a longitudinal study.

Kywds: leniency, halo, range restriction, source of variance.


AKS: Looks at race of rater and ratee and how interacts in Detroit police department.
Keywords: performance, ratee race, rater race.


AKS: The purpose of the present field research was to evaluate Schmitt and Lappin’s (1980) hypothesis that people rate those similar to themselves with more confidence, which is reflected in larger variances in performance ratings.

Keywords: sex-effects, managers, subordinates.


AKS: In order to investigate the problem further, a study was made of staff appraisals in three British government departments covering not only performance ratings but also ratings of promotability and long-term potential.

Keywords: sex differences, performance ratings, promotability ratings, long-term potential ratings.
XIII. Cognitive/Individual Difference Considerations


AKS: Accurate indentification of the reasons behind an employee’s performance on the job is fundamental to good supervision and more effective decision making in performance - improvement strategies.

Kywds: causal attributions, attributional style, legal considerations, minimizing bias.


AKS: A laboratory study of performance appraisal delay and distortion (a) investigated the effects of rater gender, performance level, and feedback requirement, and (b) defined feedback delay as the separate components of appraisal delay and feedback session scheduling delay.

Kywds: delay, distortion, gender, feedback, performance level.


AKS: Test Schneier's theory that cognitively complex raters are better at and prefer using more complex rating scales such as behaviorally anchored rating scales.

Kywds: cognitive complexity, rating scale, halo error.


AKS: Employed personal construct theory (Kelly) to explore the content of categories or schemata that may be used in making work performance judgments.

Kywds: personal construct theory, schemata, work constructs, army officers.


AKS: Two performance evaluation studies using the policy-capturing ("paper people") paradigm are discussed.
Kwyds: policy capturing, nonlinear judgment strategies, noncompensatory, judgment strategies.


AKS: This study simultaneously examined the effects of performance, sex of leader, and sex of subject on ratings of leader behavior while controlling for leadership style.

Kwyds: sex, leader behavior, group performance.


AKS: This research attempts to understand further the influence of information processing characteristics of raters on the appraisal process.

Kwyds: information processing, selective attention ability, accuracy.


AKS: The present study focused on nonperformance characteristics of ratees that affect ratings. Specifically, this study focused on an emotional disability, severe depression.

Kwyds: ratee disability, depression, bias.


AKS: This article shows how leadership style affects performance evaluations and offers a solution to the problem.

Kwyds: leadership style, objective performance evaluation, work groups.


AKS: A pair of studies are reported that assess the effects of two rating category attributes on the halo observed in job performance ratings.
Keywords: halo, performance ratings, rating category attributes, internal homogeneity.


**AKS:** A laboratory study was designed to test a series of hypothesis concerning diary-keeping derived from a social cognitive view of the performance appraisal process.

Keywords: diary-keeping, performance information, social-cognitive view.


**AKS:** We investigated the effects of purpose of appraisal and individual differences in stereotypes of women on the evaluations of male and female ratees in two studies.

Keywords: appraisal purpose, stereotypes, individual differences.


**AKS:** Since performance ratings do not vary significantly by sex, the salary allocation process, not the performance appraisal process, may be the source of bias that creates wage differentials between men and women.

Keywords: gender, wage differentials, performance based pay.


**AKS:** The efficacy of attribution theory for understanding how sales managers evaluate sales personnel was examined.

Keywords: salespeople, attribution theory, work history, organizational behavior.

AKS: A field study was carried out to investigate the impact of factors relating to supervisor-subordinate affective relationship and work relationship, supervisor job tenure, and subordinate performance level on supervisor attributions of subordinate performance.

Kywds: affective relationship, job tenure, attributions, supervisors, subordinates, performance level.


AKS: The relation between two different types of schematic processing and memory for events or leader behavior were investigated in a sample of 120 student observers who viewed the videotaped interaction of a five-person board meeting.

Kywds: schematic processing, memory, leader behavior.


AKS: A five-variable model of the correlates of subordinate perceptions of the fairness and accuracy of their performance evaluations was cross-validated. A three variable model consisting of two correlates (supervisor's knowledge of subordinate performance and development of action plans related to performance weaknesses) in combination with a measure of the psychological context (trust-in-supervisor) explained a large proportion of the variance in fairness perceptions of engineers.

Kywds: perceived fairness, perceived accuracy, subordinates, trust-in-supervisor.


AKS: A study was undertaken to investigate the effects attributable to 2 nontask factors - gender and age - acting both as main effects and in interaction on employee performance ratings.

Kywds: age, gender, performance ratings.


AKS: This simulation-based study was done to determine whether the attitudes of raters and ratees toward risk affect appraisals of performance.
Kywds: risk, attitudes, congruency.


AKS: Two experiments reported here found that (1) implicit theories and negative but not positive information affected people’s reports and (2) the operation of implicit theories was unrelated to retrieval processes in memory for facts about an observed group.

Kywds: implicit theories, group process, group performance.


AKS: Several theories predict that supervisors’ expectations about subordinates' performance may bias their subsequent evaluations of those subordinates. These findings suggest that certain affective components of appraisal may be important for understanding bias.

Kywds: theories, supervisor expectations, bias.


AKS: The purpose of this study is to clarify the roles played by individual differences and goal origin in the goal setting process.

Kywds: individual differences, goal setting process, goal origin.


AKS: This study explored the effects of performance standards and rater and ratee characteristics on performance, compensation, training, and promotion judgments of 229 managers.

Kywds: performance standards, rater characteristics, ratee characteristics.

AKS: To determine if actor-observer differences occur among organizational members, the attributions by 593 subordinates and their supervisors in two organizations were compared.

Kywds: attributions, bias, causal items, motivation.


AKS: Managers' perceptions of subordinates' performance, causes (attributions) of subordinates' performance, and the leader behaviors they employed toward subordinates were examined from the standpoint of cross-situational consistency versus cross-situational specificity.

Kywds: cross-situational specificity, perceptions, managers, subordinate performance.


AKS: Applicability of means-end theory to the area of performance appraisal was tested in a sample of 22 nurse supervisors.

Kywds: means-end theory, cognitive map, personal values.


AKS: This study compared three judgment strategies used to determine composite performance ratings, based on information varied along three, six, or nine dimensions, in a factorial design.

Kywds: judgment strategies, performance ratings, performance dimensions.


AKS: Leaders selected by experts were given higher expertise ratings than those selected by nonexperts, as were leaders working on masculine as opposed to feminine tasks.

Kywds: leaders, masculine task, feminine task.

AKS: Recent research that has explored the effects of conceptual similarity schemata on performance ratings and halo error has provided some limited support for this systematic distortion hypothesis (SDH). However, these studies are limited to group-level analyses. The present study investigated the phenomena at the individual level.

**Keywords:** systematic distortion hypothesis, halo, individual level judgment.


AKS: This study employed baseball players as target ratees to examine the effects of job and ratee knowledge on the relations of raters' conceptual similarity schemata with rating and true score covariance.

**Keywords:** conceptual similarity, halo, job knowledge.


AKS: The present study is an attempt to investigate the operation of schematic processes in the form of implicit personality theories related to performance judgments.

**Keywords:** implicit personality theory, trait ratings, cognitive processes.


AKS: This study examined the relationship between raters' ability to remember specific information about ratee behavior and the accuracy of their performance-evaluation ratings.

**Keywords:** memory, performance evaluation, accuracy.

Previous research has demonstrated that performance cues can significantly influence rater's responses on leader-behavior rating questionnaires. The present study tries to explore the cognitive mechanisms that mediate this influence.

Keywords: performance cues, leader-behavior ratings, cognitive mechanisms, probabilistic response bias.


AKS: This article proposes an explanation for socially generated age effects and presents an exploratory study that used data from an electric utility.

Keywords: demographic age groups, normative age groups, employee behavior.


AKS: This article argues that lack of progress in improving behavioral measurement is, in part, attributable to inadequate definitions of accuracy.

Keywords: accuracy, definitions, signal detection theory, cognitive processes.


AKS: On the basis of a review 22 years of articles published in 46 behavioral science journals, we found a total of 96 independent studies that reported age-performance correlations. Meta-analysis procedures revealed that age and job performance generally were unrelated.

Keywords: meta-analysis, age, job performance.


AKS: This study investigated the effects of perceived purpose for rating and training type on the following dependent variables: accuracy (measured in two ways), leniency/ severity, and illusory halo.

AKS: Questionnaires were administered to managers and employees in a large multinational corporation to assess satisfaction with various aspects of a performance appraisal system.


AKS: The effects of cognitive categorization of raters on accuracy, leniency, and halo of performance evaluations were investigated in a field setting.


AKS: Research in social cognition, decision making, and human perception suggests that a ratee's previous levels of performance in a job or task will affect the perception and evaluation of his or her present performance. In order to determine the effects of previous performance on evaluations of present performance, two experiments were conducted.


AKS: It was hypothesized that subsequent performance levels would bias the recall and evaluations of ratee's previous level of performance.

AKS: Cognitive research suggests that a rater’s purpose for observing ratee behavior will affect the accuracy of both immediate and memory-based performance ratings.

Keywords: behavioral observation, delayed ratings, accuracy, immediate ratings.


AKS: Outcome expectancies of people who conduct performance appraisals were identified in two disparate industries, newsprint and banking, using two methodologies: interviewing and administering a questionnaire.

Keywords: outcome expectancies, appraisers, consequences of conducting appraisals.


AKS: The presence of shared implicit theories of performance is used in explaining the failure of behavioral anchors to improve performance ratings.

Keywords: shared implicit theory, behavioral anchors, accuracy, cognitive processes.


AKS: This study compares two models of the cognitive processes underlying performance ratings: a traditional model outlined by Borman (1978), in which observed behaviors are integrated into dimensional schemata; and a cognitive categorization model proposed by Feldman (1981), in which observations are integrated into global categories of performance and category prototypes are relied on to make ratings.

Keywords: cognitive categorization, halo, dimensional schemata.


AKS: The present study investigated the existence of a moderating effect for situational control of performance variance on the relationship between individual differences and performance.
Kywds: moderating variable, situational control, individual differences, performance.


AKS: Effect of cognitive leadership labels, item type and temporal delays on the descriptive accuracy of leadership ratings was examined in a sample of subjects who observed videotapes of interactions.

Kywds: leadership ratings, cognitive labels, accuracy.


AKS: An investigation on determinants of effective staffwork showed that stress in the relationship between the staff officer and the superior constitutes an important moderator variable.

Kywds: stress, performance, intelligence.


AKS: The argument is made that understanding assessor judgments is necessary before it can be determined why assessment centers consistently demonstrate predictive validity.

Kywds: assessment center, predictive validity, assessor judgments.


AKS: Schneier (1977) proposed that rater cognitive complexity interacts with format to affect the psychometric soundness of ratings. He also speculated that cognitive complexity may be enhanced by having raters participate in training and/or scale construction programs. This study was designed to test these latter hypotheses, while also providing a partial replication of Schneier's original research.

Kywds: cognitive complexity, rater training, scale construction.

AKS: A methodology based on the lens model allows analysis of (1) the degree to which raters adopt similar strategies of combining information, or matching; and (2) the degree to which their agreement is a function of job-relevant considerations or a function of shared biases.

Kywds: lens model, rater consistency, rater matching, shared bias.


AKS: The role of communication competencies in the appraisal process by which superiors make overall judgments about the performance of subordinates is examined.

Kywds: communication competencies, judgments, performance ratings.


AKS: This research investigated the effects of supervisors' and subordinates' genders on self- and supervisory ratings in an organizational setting.

Kywds: gender, self-ratings, supervisory ratings, subordinates.


AKS: The purpose of the present study was to examine how assessment center methods affect the way assessors organize and process assessment center information and affect the ratings they make.

Kywds: assessment center, cognitive processes, ratings.


AKS: Several investigators have argued that raters frequently rely on the conceptual similarity among performance dimension labels to guide the pattern of their performance ratings. Recent studies have employed individual-level conceptual similarity (CS) judgments to examine this systematic distortion hypothesis and related performance rating issues.

Kywds: conceptual similarity, systematic distortion hypothesis, performance ratings, reliability.

AKS: The present research examined the effects of knowledge of a ratee's prior performance on evaluations of present performance.

Kywds: prior performance, present performance, contrast effect, assimilation effect.


AKS: Investigation tested the effects of raters' stress on the favorability and dispersion of performance ratings.

Kywds: stress, performance ratings, dispersion, favorability.


AKS: Serial position of a single poor or good performance was manipulated in a series of average performances to analyze its effect in performance ratings.

Kywds: primacy effects, performance evaluation, recency effects.


AKS: Theoretical and practical issues in the use of quantitative judgments in development research are reviewed.

Kywds: judgments, developmental change, rating scales.


AKS: By studying the reactions of those who had gone through assessment centers, the author found several ways in which the concept can be improved.

Kywds: assessment centers, reactions, improvements.
APPENDIX
Performance Appraisal Bibliography - Journal Classification

**Academic Journals:**
- Academy of Management Journal
- Academy of Management Review
- Administrative Science Quarterly
- Aging and Work
- American Psychologist
- Annual Review of Psychology
- Bulletin of the British Psychological Society
- California Management Review
- Canadian Journal of Administrative Sciences
- Contemporary Psychology
- Decision Sciences
- Employee Relations Law Journal
- Employee Responsibilities and Rights Journal
- Ergonomics
- Gerontologist
- Human Factors
- Human Relations
- Industrial and Labor Relations Review
- Industrial Engineering
- International Journal of Public Administration
- Industrial Relations
- International Review of Applied Psychology
- Journal of the Academy of Marketing Science
- Journal of Accounting Research

**Practitioner Journals:**
- Academy of Management Executive
- Administration in Social Work
- Advanced Management Journal
- American Journal of Medical Technology
- Best's Review
- Bureaucrat
- Business
- Business Communication Review
- Business Credit
- Business Horizons
- Canadian Manager
- College and Research Libraries
- Employment Relations Today
- Group & Organization Studies
- Harvard Business Review
- Health Care Management Review
- Health Care Supervisor
- Hospital and Health Service Administrator
- Human Resource Executive
- Human Resource Management
- Human Resource Planning
- Industrial Management
- Internal Auditor
Academic Journals:
Journal of Applied Behavioral Science
Journal of Applied Psychology
Journal of Business and Psychology
Journal of Business Communication
Journal of Business Ethics
Journal of Educational Psychology
Journal of Experimental Psychology: Human Perception and Performance
Journal of General Management
Journal of Human Performance
Journal of Industrial Psychology
Journal of Labor Research
Journal of Management
Journal of Management Studies
Journal of Military Psychology
Journal of Nursing Administration
Journal of Occupational Behavior
Journal of Occupational Psychology
Journal of Organizational Behavior
Journal of Vocational Behavior
Organizational Behavior and Human Performance (name of the above journal was changed to that below in 1985)
Organizational Behavior and Human Decision Processes
Organizational Dynamics
Personnel Psychology

Practitioner Journals:
Journal of Assessment Center Technology
Journal of Business Research
Journal of College Studies
Journal of Personal Selling and Sales Management
Journal of Systems Management
Management
Management Records
Management Review
Management Today
Management World
Manufacturing Systems
Pension World
Personnel
Personnel Administrator
Personnel Journal
Personnel Review
Professional Safety
Public Administration Quarterly
Public Administration Review
Public Finance and Accountancy
Public Personnel Management
Quality Progress
Research Management
Research-Technology Management
Review of Public Personnel Administration
Sales and Market Management

Academic Journals:
- Professional Psychology
- Psychological Bulletin
- Psychological Reports
- Quarterly Journal of Speech
- Relations Industrielles
- Rehabilitation Psychology
- Research and Development Management
- Work and Occupations

Practitioners Journals:
- Security Management
- Sloan Management Review
- Small Business Report
- Supervision
- Supervisory Management
- Training and Development Journal
- Worklife