

COMMON TYPES OF PERFORMANCE APPRAISAL

Trait Based Systems

Require judgments on the degree to which someone possesses certain desired personal characteristics deemed important for the job. Despite the inherent subjectivity of this format, it continues to be practiced widely because human beings routinely make trait judgments about others. However, the fact is that most trait-based systems aren't really grounded in actual job-based needs.

Examples: Loyalty, Attitude, Adaptability, Decisiveness, Drive.
Measured as "Excellent" "Good" "Fair" "Poor" or similar forced-choice designation.

Behavior-Based Systems

Attempt to discern what someone actually does on the job using relatively tangible, objective criteria. These systems became much more prominent in the late 1960s and beyond as a response to concerns over discriminatory evaluations, particularly to women and minorities.

Examples: *Critical Incident Technique (CIT)* records unusually superior or inferior performance, not typical performance (Halachmi, 1995). Based on the idea of 'management by exception'. While CIT has obvious appeal for the rater, average employees or those with complex jobs not easily given to quick assessment may be disadvantaged by this system.

Behaviorally Anchored Rating System (BARS) builds around the critical incident system, but adds descriptions that span all degrees of performance from outstanding to unsatisfactory. Generally, a small group of supervisors collaborate in writing the BARS for a position. If the organization has dozens (or hundreds) of individual job titles, then a BARS rating scale must be developed for each of those positions. For economic and/or practical reasons this approach may not be feasible.

Example:	Dimension – Communication Skills	
	Far exceeds requirements	Talks with God
	Exceeds requirements	Talks with angels
	Meets requirements	Talks with self
	Needs improvement	Argues with self
	Lacks minimum competence	Loses those arguments

Results-Based Systems

Calibrate contributions (either individually or team-based) to the success of the organization. Requires specific, realistic, time-bounded and relevant goals linked to broader strategic targets.

Examples: MBO and ZBB