What methods can be used?

*Trait based systems –* general characteristics including quality of work, quantity of work, knowledge of the job, attendance and punctuality, dependability, adaptability, initiative, judgment, cooperativeness, and personal qualities such as leadership, honesty, and appearance. These are most likely to be challenged in court, e.g. what does 4 out of 7 in honesty mean? They are quickly administered, but often have rater bias and focus more on characteristics of the employees, rather than characteristics of the job performance so it doesn’t encourage a concentrated discussion on the tasks of the jobs themselves or future goals for the employee.

*Goals or Effectiveness-based systems*: better than traits, focuses on performance goals rather than inherent characteristics of the employee. Employees prefer this over trait based. Goals have to be consistent with goals of the organization, so you must have issued goals of the organization. This system is very time consuming, may not work well in all situations; some may wish goals to be set for them

*Behaviorially based rating systems*

Focus on behavior rather than goals or traits. Supervisor records positive and negative incidents. Negative incidents tend to have greater weight in supervisor’s mind, time consuming. Another method is to identify a set of desired behaviors for the job evaluated (cataloged volumes per week, e.g.) This is clearly job related.

More sophisticated version is BARS (Behaviorially Anchored Rating Scales) Job broken down into essential dimensions. For each dimension specific examples of performance behavior ranging from very poor to outstanding are identified based on job description. Evaluator selects level of behavior that matches employee and assigns designated number of points. Each dimension can also be weighted. Very expensive to develop and carry out.

*Contingency approach to evaluation systems:*

Evaluation systems should vary according to situation.