

MGT 200: Organizational Behavior and Theory

Performance Appraisal- Who

Professor Elaine Wong



Overview

- Key performance management terms
- Performance appraisal
 - Why
 - How
 - **Who**
 - What



Components of performance appraisal

Choosing how to approach the performance appraisal.

Choosing **who** appraises performance.

Choosing what factors to evaluate

Performance Appraisal System

Who should do the evaluation?



Who should do the evaluation?

- Superior:
 - Most traditional source
- Peers:
 - Likely daily interaction with the ee
- Self:
 - Better than average effect
- Subordinates:
 - Frequent contact with ee



360 feedback

Performance appraisal that captures input from employee's supervisors, peers, direct reports, others



Peer reviews

- As companies move to self-organizing teams, the traditional performance appraisal system is no longer applicable.
 1. Who provides the feedback?
 2. Is the feedback anonymous?
 3. Is the feedback spontaneous or prompted?
 4. Does all feedback carry the same weight?
 5. Feedback on which categories?
 6. Can you keep it simple?



Take-aways

- Sources of performance appraisal data
 - Traditional
 - Trends
 - Issues for consideration

