



Multi-Rater Appraisal Techniques

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Multi-rater Appraisal Techniques

- Why we use appraisals
- 360 Degree (pros and cons)
- Team/Peer Appraisal (pros and cons)
- Subordinate Appraisal (pros & cons: not in book)
- Recommendations for Implementation
- Peer evaluation of our presentation



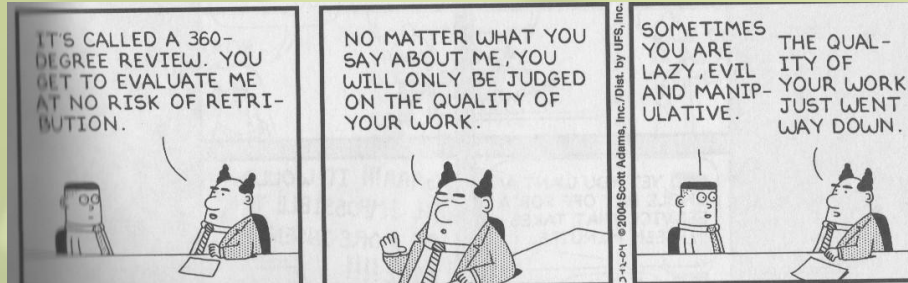
Multi-source Feedback (MSF)

- Definition
- Why we use appraisals
- Importance of MSF
 - Recent Rates of Use (Fortune, 2001)
 - Possible improvements to agencies

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360 Degree Appraisal



- Definition:
 - Using multiple sources to evaluate employees.
- Fundamental Sources:
 - Self, Peer and Subordinate ratings (Drexler, Beehr, et. al, 2001).
- Purpose:
 - *Development* rather than *judgment* of employee in relation to job function



360 Degree Appraisal Pros

- Develop employee by exposing areas of strength as well areas of desired improvement. Keyword: Development
- Variety of perspectives increases objectivity

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360 Degree Method Cons

- Tedious
- Doesn't always prove helpful for ratee: input can be overwhelming
- Supervisors can encourage 360-degree feedback with ill motives (Wimer, 2002)
 - Example: Ed the manager
- Challenging to get all sides to contribute equally

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Recommendations for Implementation

- Make 360 Degree Appraisal Implementation Universal for all employees (Wimer, 2002)
- Avoid singling-out individuals (Wimer, 2002)
- Training on how to provide constructive feedback. Sensitivity, Sensitivity, SENSITIVITY.

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Peer Appraisal



- Definition:
 - Review of employee by multiple appraisers (peers)
- Purpose:
 - Provide performance feedback for employees from *more informed sources* (peers)
 - Commonly used in Military and Academic settings



Peer Appraisal Pros

- Peers have more contact with employees than supervisors
- Evaluations are comprehensive
- Is useful when used in the right setting: e.g. military and academic

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Peer Appraisal Cons

- Little training of employees
- Fear of “tattle tailing” amongst peers
- Employees fear how exposing or critiquing co-workers may affect interoffice relationships
- Bias: gender and personality (Hilman, Haynes, 2005; May, Gueldenzoph, 2006). Racial bias could also be considered

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Team Appraisal

■ Definition:

- Appraisal by multiple managers
- Direct Supervisor advocates on behalf of subordinates (presents their case) before a panel of Managers (Drexler, Beehr, et. al, 2001)
- Managers together form conclusions about team performance

■ Purpose:

- To appraise using judgmental *and* developmental components



Team Appraisal Pros

- Supervisor focuses on development of subordinates
- Potentially increases overall job-related output of teams and/or provides incentive
- Includes multiple managerial perspectives in appraisal process
- Managers mentor one another in the process

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Team Appraisal Cons

- Doesn't focus on the individual
- Team dynamics may affect team output and evaluation

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Subordinate Appraisal of Management (SAM) Upward Performance Appraisal (UPA)

- **Definition:** In SAM/UPA the raters are subordinates and the ratees are the superiors (Silva, 2004).
- **Purpose:** These ratings can be used as part of a 360 degree feedback system or simply to obtain information about managers (Silva, 2004).

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SAM/UPA Pros

- Improved organizational supervision
- Better communication
- Useful feedback
- Increased job satisfaction
- Decreased turnover
- Supporting evidence from IBM, RCA, & Syntex (Herold, 2004).

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SAM/UPA Cons

- Fear of retaliation
- Unqualified Subordinates
- Biases
- Popularity game
- Too time consuming
- May not be accepted
- Undermining of authority



Recommendations (SAM)

- Training of all participants
- Involve all levels and keep them informed
- Use only observable aspects

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Recommendations Cont'd

Peer, Subordinate and Team Appraisal:

- Guaranteed Anonymity
- Clarify expectations
- Provide support for the ratee
- Voluntary participation
- Commitment from top management
- Control for bias

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