

CASE STUDY 6-1

Judgmental and Mechanical Methods of Assigning Overall Performance Score at *The Daily Planet*

The form here shows performance ratings obtained by David Kuhn, a hypothetical reporter at a major newspaper in the United States. First, use the judgmental method to come up with his overall performance score. What is Kuhn's overall^a performance score?

Second, the form below actually omitted weight information for the various competencies. The weights are the following:

Now, compute Kuhn's overall performance score using the weights in the table. Is there a difference between the score computed using a subjective, rather than the mechanical method? If yes, what are the implications of these differences for the employee being rated, for the supervisor, and for the organization?

Competency	Weight
Productivity	.15
Quality of work	.50
Dependability and adherence to company values and policies	.25
Contribution to effectiveness of others/unit	.10

Name: David Kuhn		Job Title: Reporter				
Dept.: International		Supervisor: John DuBoss				
Performance Period:		from Jan 19	to Dec 19			
Job Description: Researches and writes news, features, analyses, human interest stories. Develops and cultivates news sources and contacts. Completes assignments by deadlines, ensuring accuracy by verifying sources. Attends newsworthy events and interviews key sources. Respects confidentiality as appropriate.						
		Does not fully meet standards	Fully meets standards	Significantly exceeds standards		
	Unacceptable				Outstanding	
Productivity—Production is high relative to time and resources consumed; develops expected number of stories and covers beat adequately to ensure stories are detected as they break; stories are developed within time frame that enables deadlines to be met, and appropriate reviews are performed as they are refined.		1	2	3	4	5

^aAdapted from R. J. Greene, 2003, "Contributing to Organizational Success Through Effective Performance Appraisal," Alexandria, VA, Society for Human Resource Management.

Quality of work—Work meets quality standards and established editorial standards, stories are written in clear and appropriate manner, are consistent with editorial policy, and are fair and balanced; research is thorough and encompasses all relevant sources, which are verified to ensure accuracy; works with editors to revise and improve content, develops and maintains network of contacts who can provide early notification of breaking stories.	1	2	3	4	5
Dependability and adherence to company values and policies—Consistently meets deadlines, conforms to attendance policies, adapts to work demands, conforms to established values and policies; adheres to ethical standards of the paper and the profession, respects confidentiality as appropriate, behaves in manner that enhances the image of the paper.	1	2	3	4	5
Contribution to effectiveness of others/unit—Works with others within and outside the unit in a manner that improves their effectiveness, shares information and resources, develops effective working relationships, builds consensus, constructively manages conflict, contributes to the effectiveness of own unit/group and the paper.	1	2	3	4	5

CASE STUDY 6-2

Minimizing Distortions in Performance Data at Expert Engineering, Inc.

Under various engineer titles, veteran engineer Demetri worked for Expert Engineering, Inc. for almost 15 years. He has recently been promoted to the position of Principal at the engineering firm. The firm's performance evaluation history is both unique and long. All principals are involved in evaluating engineers because the founders of the firm believed in multiple source evaluation and feedback to prevent favoritism and promote a merit-based culture. At the same time, the firm has a long history of using quality performance appraisal forms and review meetings to better ensure accurate performance evaluations. Several months ago, however, the firm initiated a big hiring initiative of a dozen new engineers, nine of whom turn out to be graduates from Purdue University, which is

the same university from which Demetri graduated. Indeed, Demetri was active in moving forward the hiring initiative. There is tension and discontent among the other principals, who fear that a time of unchecked favoritism, biased performance ratings, and unfair promotion decisions is on the rise.

1. Provide a detailed discussion of the intentional rating distortion factors that may come into play in this situation.
2. Evaluate the kinds of interventions you could implement to minimize intentional rating distortion, and its reasons, that you have described. What do you recommend and why?