



## 2018 CBO Management Question Of The Week

Which of the following is not one of the three general approaches to performance appraisals?

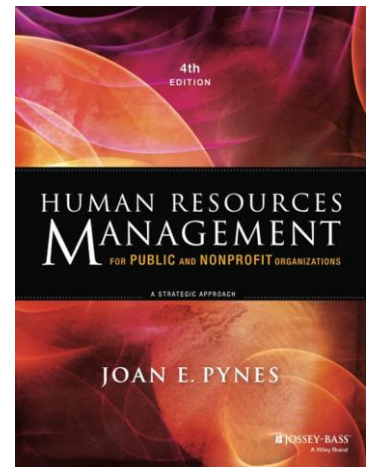
- A) Ranking Methods
- B) Absolute Methods
- C) Comparative Methods
- D) Goal Setting



### CHAPTER TEN

### PERFORMANCE MANAGEMENT

## Performance Appraisal Techniques



The three general approaches to performance appraisals are absolute, comparative, and goal setting:

- **Absolute** methods evaluate the employee without referring directly to other employees. Instead, employees are evaluated against their own standards. For example, John Doe is evaluated in March and then again in September. When the September evaluation is compared to his March evaluation, the strengths identified in March should have been maintained, and any deficiencies or problems identified in March should have been corrected by the September evaluation. Absolute evaluations are used most frequently for developmental purposes.
- **Comparative** methods evaluate the employees in one unit relative to everyone else in the group. In March, all of the juvenile probation officers were evaluated on the same performance dimensions and then compared to one another. For example, probation officer A received the highest ratings in accuracy and timeliness of presentencing investigation reports, while probation officer C received the lowest rating for that dimension. Probation officer C, however, received the highest rating for number of clients supervised and number of collateral contacts, while probation officer B received the lowest rating on that dimension. Comparative evaluations are used to differentiate levels of performance across employees.
- **Goal setting** evaluates whether the ratee attained predetermined goals. For example, the supervisor and employee agree that the employee will prepare seven more grant applications in the next five months to secure a greater percentage of external funding. After five months have passed, the supervisor will evaluate whether the employee met this agreed-on goal.

There are differences not only in the format of evaluation but also in the types of data collected and evaluated. Some evaluations rely on *direct indexes*, or objective data. These indexes can be quantified, such as the number of errors, the number of clients on a caseload, the number of grants that received funding, the number of arrests made, or the number of proposals written. Direct indexes are referred to as objective measures because they do not depend on someone's opinion to be verified.