

The Complete Guide to Performance Appraisal
By Dick Grote

- 1. What is included in each of the five phases of the ideal performance appraisal cycle?**

- 2. Why are trait-based approaches very ineffective when it comes to appraising an employee's performance?**

- 3. What are the three types of information that need to be collected when gathering data on the performance of the jobholder? What does each type include?**

- 4. Describe different strategies for avoiding legal challenges to appraisal systems.**

- 5. What roles do objectives, accountabilities, and standards fulfill? When should they be used?**

- 6. What are the four approaches to appraisal? Identify the strengths and weaknesses of each.**

- 7. When conducting the Writing the Review step of performance appraisal, what should managers consider?**

8. What is the idea setting for appraisal discussions?

9. Describe what an appraisal meeting should entail from the perspective of the manager.

10. What should be considered when a company is preparing to design a brand new performance appraisal system? What are the four major components of creating such a system?

11. Name and explain three ways data can be gathered before development to increase the effectiveness of a new appraisal system.

12. When creating forms, how many should a company create and what should be contained within the form?

13. Give examples for each of the different types of rating schemes.

14. Why is pilot testing an effective way of testing a newly designed system?

15. When an organization does have an appeal process, what types of complaints are usually made? What is the difference between the types?

16. In addition to managers, who else can appraise performance? How are these performance appraisals typically different than those done by the individual's supervisor?

17. How should team performance appraisals be conducted?

18. What composes the job performance model? What role does the job situation play in most performance appraisals?

19. When writing objectives, what characteristics should they embody?

20. Define competencies. How should they be defined by the assessment?

21. List the types of rating errors. How does each one affect the results of an appraisal?

22. What are the two approaches that organizations use when determining when to appraise employees? Which one is the most utilized?

23. What experiences can help shape people into leaders?

24. Describe the different reward distribution systems. What criteria are used to distribute rewards?

25. What did Bretz and Milkovich conclude about the distribution of performance ratings? Name the recommendations they suggest to improve the appraisal process.
