

## CASE STUDY 6-2

## 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 performance score?

The form on page 148 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

<b>Name: David Kuhn</b>	Job Title: Reporter				
<b>Dept.: International</b>	Supervisor: John DuBoss				
<b>Performance Period:</b>	from Jan 07	to Dec 07			
<b>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.</b>					
	<b>Unacceptable</b>	<b>Does not fully meet standards</b>	<b>Fully meets standards</b>	<b>Significantly exceeds standards</b>	<b>Outstanding</b>
<b>Productivity</b> — 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

\* Adapted from Greene, R. J. (2003). Contributing to organizational success through effective performance appraisal. *SHRM Online*. Available online at [http://www.shrm.org/Education/hreducation/Documents/09-0294%20Performance%20Management\\_IM%20v4.pdf](http://www.shrm.org/Education/hreducation/Documents/09-0294%20Performance%20Management_IM%20v4.pdf). Retrieval date: September 7, 2011.

<p><b>Quality of work</b> – 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.</p>	1	2	3	④	5
<p><b>Dependability and adherence to company values and policies</b> – 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.</p>	1	2	3	4	⑤
<p><b>Contribution to effectiveness of others/unit</b> – 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.</p>	1	②	3	4	5