Job Performance

Student’s Name

Institutional Affiliation

Course Name& Code

Instructor

Date

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**Components of Job Performance**

#1 Knowledge : Identify what the person needs to have in their personal Knowledge base. Is there specific knowledge that is needed for the job performance?

#2 Skills: Identify what skills are required to perform to the expected standard. How will they be assessed? What combination of personal skills (e.g., critical thinking, written communication, public speaking) and technical skills (e.g., numerical analysis, financial modelling) are required for this job performance?

#3 Attributes: Identify what attributes are necessary for this job performance. This includes any specific attributes that are required.

#4 Results: Identify the expected results for this job performance. Does the person need to achieve a high standard in the job performance?

#5 Behaviors: Identify how the person will demonstrate the required behaviors to achieve this job performance.

**Measures of Job Performance**

1. Job Analysis - Job analysis is a structured process that provides an organization with a systematic approach to identifying and describing the characteristics, requirements, and responsibilities of jobs in order to make an effective match between job and worker. Using this technique, as the I-O psychologist I will collect pertinent information through interviews with employees. Job analysis allows managers to develop good performance standards by specifying exactly what types of performance will be rewarded with pay increases or promotions. Without knowledge of jobs, it is impossible for organizations to develop effective personnel policies that are fair and equitable.

2. Job Description - Writing a job description that clearly states the results expected from the position. The written description should be as brief as possible but at the same time be clear and specific. In other words, it must include all of the essential details of how the job is performed. By gathering information through interviews of employees, as the I-O psychologist I will be able to determine exactly what a person's responsibilities and job duties mean. Interviews can also elicit information regarding a person's skills, abilities, personality traits and personal experiences. The clearer the written description, the more accurately an I-O psychologist will be able to match worker performance with responsibilities on paper.

3. Job Evaluation - Determining the extent to which a job matches predetermined performance standards. As the I-O psychologist I will use established performance scales to determine the potential of an individual worker. The most common technique for evaluating job candidates is the interview. Questions about past experience, training and education are designed to provide information about job matching. Job evaluation is a long term process and may not be effective if used only in selecting employees from a group of already employed workers with similar backgrounds or experiences.

4. Job Ranking Procedure - Ranking jobs according to their relative importance for meeting high-level objectives and goals of an organization. A ranking system ranks jobs according to their relative importance for meeting high level objectives or goals. The purpose of job ranking, therefore, is to match job demands to employee potential. In this process, as the I-O psychologist will determine which jobs are central in meeting a business' goals, and which jobs have minimum importance. Job ranking is not intended as a thorough evaluation of all employees in an organization; rather the purpose is to rank jobs according to their relative importance for meeting high level objectives within the organization. A separate ranking procedure may be used for each company or industry.

5. Performance Appraisal - Monitoring of employee performance over time by ranking employees in comparison with other workers in their work group or team. Performance appraisal is a staff development tool that is used to detect problems and trends in job performance, as well as identify employees who need special training or increased supervision. It provides managers with data that will help them to identify what type of employee they have, which may lead to improved job satisfaction and employee motivation.

6. Job Fulfillment Model - Combining the components into a single measurement scale to assess job performance. As the I-O psychologist I will use the Job Fulfillment Model (JFM) to evaluate an individual's potential for performing in a certain job. The JFM provides an organization with clear direction for task distribution as well as specific standards for performance based upon established criteria. In addition, also known as a Job Matching Model, it provides managers with essential information on how effective their hiring practices have been; this information will aid an organization in making future hiring decisions.

7. Potential Score Sheet - A data collection sheet that represents the person's potential and abilities. The Potential Score Sheet (PSS) is a tool used to collect information on an individual's and organization's potential, based on the JFM. The use of the PSS will help me as an I-O psychologist to determine which job suits an individual best. The PSS collects information about an individual's physical limitations, cognitive abilities and interests, as well as other personal characteristics. The more thorough the information collected from each type of administration, (e.g., interview, performance evaluation), the more accurate the results.

8. Performance Rating Forms - A set of forms used to evaluate employee performance. The Performance Rating Form (PRF) is a compilation of items used to measure an individual's performance. The PRF allows both managers and I-O psychologists to compare the performance of employees; they also offer concrete guidelines for rewarding employees with pay increases or promotions. The PRF has been modified throughout the years to include improvements in various techniques such as job ranking, thus allowing organizations to continually evaluate their personnel policies.

9. Prediction Sheet- A measure of an individual's ability to learn certain skills through his or her capabilities and potential. As the I-O psychologist I may use the Prediction Sheet (PS) to determine the strengths and weaknesses of an individual through comparisons between their characteristics and job requirements. The PS is a tool that helps an organization, in selecting a worker with minimal training, to decide if he or she will be able to learn new skills within short periods of time.

10. Applications Questionnaire - A questionnaire used by employers to obtain information about job applicants. The Applications Questionnaire is designed so that both applicants and employers will feel comfortable during the interview process. In this method, questions are typically answered through a written response format, which alleviates a potential barrier of communication. In this way, the applicant can offer his or her opinion as to what he or she would be able to do in specific situations. The Applications Questionnaire will also provide me as an I-O psychologists with information about the applicant's knowledge of career opportunities and job requirements.

11. Personal Data Sheet (PDS) - A form used by employers to collect personal information about applicants. The Personal Data Sheet is designed to help obtain background information on an applicant without discomforting him or her. This form gives employers a clear understanding of an individual's potential against job requirements and characteristics. The PDS can help me as a I-O psychologist to determine which applicants to call back for screening, as well as make decisions related to selecting a single applicant.

12. Evaluation Questionnaire - A tool used by employers to evaluate the performance of applicants. The Evaluation Questionnaire provides both employers and I-O psychologists with information about the applicant's knowledge of career opportunities and job requirements. The questionnaire asks questions pertaining to employment history, education, experience, physical capabilities and personality characteristics; it also contains a space for the applicant's voluntary comments.

13. Personal Characteristics Survey - A survey used to collect information about an individual's personal attributes. The Personal Characteristics Survey (PCS) is a tool that I will utilize as I-O psychologist to collect information about an employee's personal attributes, skills and interests. This survey consists of different forms that are filled out by the applicant for I-O purposes. The PCS helps to determine which job would suit the individual best and whether or not specific work requirements are met or not met.

**Feedback Methods**

1. Formative evaluation - gathering feedback before the project starts

2. Summative evaluation - gathering feedback after the project is completed

3. Self-evaluation scale - giving weekly or monthly surveys to gauge key performance indicators of the assembly workers, managers, and plant manager. This can be modified to include multiple levels of employees or different areas within the plant.

4. Peer evaluation scale- conducting a survey with co-workers give each other feedback on their performance at work using a 5 point scale (1 being low and 5 being high). This can be modified to include multiple levels of employees or different areas within the plant in order for your company is more united as opposed to competitive against one another.

5. Customer interviews - conducting in-depth conversations with customers of the assembly workers, managers, and plant manager.

6. Performance reviews - giving a public performance review to each of the assembly workers, managers, and plant manager on a yearly basis.

7. Ad Hoc interviews - going out to talk with experts in the field of manufacturing or distribution/wholesale to get their feedback on how they think the new assembly workers, managers, and plant manager are doing their role.

8. Team building -  gathering feedback from those who work for each other's organization on a collective basis through teams like intranets or team task forces

9. Leadership surveys - evaluating how well the assembly workers, managers, and plant manager has led the people under their supervision.

10. Management evaluation - evaluating how well each of the assembly workers, managers, and plant manager uses their management principles to lead the people under their supervision.

11. 360 degree feedback - getting feedback from different levels of employees or different areas within the plant in order to avoid bias feedback from only supervisors or immediate subordinates.

12. Exit interviews - conducting exit interviews with any of your current customers/suppliers that are leaving your company in order to get their final thoughts on what could be improved upon at work.

13. Conducting a post-conference feedback session should be completed through the use of surveys that are used to gather feedback on key areas of interest. Examples include, but are not limited to: Quality of materials used, productivity of assembly workers, managers, and plant manager and Customer satisfaction levels

14. Post-project feedback session - completing surveys that are used to gather feedback on key areas that are related to your current project including, but not limited to: Overall project improvement and Customer satisfaction levels.

Management profile - using a form where each employee fills out a form that asks them what they think is their manager's best quality and how effective they are at using certain skills when it comes to communication. This can be modified to include multiple levels of employees or different areas within the plant.

**Reasons for Selecting Feedback Methods**

1. Formative evaluation - Using formative evaluation, the assembly workers' manager will be able to modify the training plan if a skill has been learned fully by one of the assembly workers. By doing this, any unnecessary repetition is eliminated and decreases confusion in their current training process. Also, with formative evaluation, you can gather feedback from those who work for each other's organization on a collective basis through teams like intranets or team task forces. The assembly workers' manager can gather feedback from their direct reports and employees on what they think his/her weaknesses and strengths are while at work in order to improve upon them.

2. Summative evaluation - Using summative evaluation, the assembly workers' manager will be able to see how his/her employees are doing in order to make decisions on his/her future performance. This is useful since it allows you as the assembly workers' management to plan for your future in order to stay competitive in today's market and the assembly workers' manager can measure if he/she accomplished those planned plans if they did not.

3. Self-evaluation scale - With the self-evaluation scale, the assembly workers' manager can gauge how well he/she is doing by using a five-point scale (1 being low and 5 being high) with his/her employees in order to get instant feedback on different areas of his/her management style. By doing this, it allows you as the assembly workers' manager to see what areas he/she needs to work on in order to improve their performance. Also, by going on an intranet or a group task force, all of your employees can offer their feedback about different areas within your company that need improvement.

4. Peer evaluation scale- With peer evaluation, by going on an intranet or a group task force, all of your employees can offer their feedback about different areas within your company that need improvement. Also, by going out to talk with experts in the field of manufacturing or distribution/wholesale to get their feedback on how they think the new assembly workers, managers, and plant manager are doing their role.

5. Customer interviews -With customer interviews, you can gather input from multiple sources about different product needs as well as gain feedback from customers who want to switch product lines due to quality concerns. Another benefit of this is that by knowing what's wrong with your current products you can use this information for future product design improvement.

6. 360-degree feedback surveys -With 360-degree feedback surveys, you can gather input from multiple sources about different product needs as well as gain feedback from employees who might want to switch product lines due to quality concerns. Another benefit of this is that by knowing what's wrong with your current products you can use this information for future product design improvement. This can also be a useful tool used when evaluating how well the assembly workers, managers, and plant manager uses their management principles to lead the people under their supervision.

7. Management principles - With management principles, you can find out if the assembly workers' manager is adequately using his/her management principles (such as delegation). By answering multiple choice questions about different situations that are related to your daily work life, you as the assembly workers' manager will have a better idea of how well he/she uses the management principles in order to effectively communicate with their subordinates. Also, by having your direct reports answer these questions about your performance at work it allows for you to see what areas of your place of business are improving or declining through their honest answers.

9. Management by objectives (MBO) - With MBO, you as the assembly workers' manager can find out if his/her direct reports are meeting their goals by having them fill out a form that asks if they accomplished each one of their goals that they've established at the beginning of a project. This allows for you to see if he/she accomplished their goals and whether or not there were any setbacks. After you, as the assembly workers' manager, filled out this form, the employee's performance assessment can be done at the end of each week or month depending on how frequent their goals were due. Also, by going out to talk with experts in the field of manufacturing or distribution/wholesale to get their feedback on how they think the new assembly workers' manager is doing in terms of management style.

10. Problem-solving scales - With problem-solving scales, by going on an intranet or a group task force, all of your employees can offer their feedback about different areas within your company that need improvement. Also, by going out to talk with experts in the field of manufacturing or distribution/wholesale to get their feedback on how they think the new assembly workers' manager is doing in terms of management style.

11. Job analysis - With the job analysis form, by going out to talk with experts in the field of manufacturing or distribution/wholesale to get their feedback on how they think the new assembly workers' manager is doing in terms of management style.

12. Managing conflict scale - With managing conflict scale, by going on an intranet or a group task force, all of your employees can offer their feedback about different areas within your company that need improvement. Also, by going out to talk with experts in the field of manufacturing or distribution/wholesale to get their feedback on how they think the new assembly workers' manager is doing in terms of management style.

13. Checklist assessment - With checklists, you as the assembly workers' manager can use this for future product design improvement. By observing and discussing with the assembly workers' manager about his/her management style, you can find out which techniques he/she uses to best communicate information to his/her employees. Also, by going out to talk with experts in the field of manufacturing or distribution/wholesale to get their feedback on how they think the new assembly workers' manager is doing in terms of management style.

14. Management profile - With the management profile form, you as the assembly workers' manager can use this for future product design improvement. By observing and discussing with each employee about their management style and characteristics, you can find out which techniques he/she uses when it comes to communication. Also, by going out to talk with experts in the field of manufacturing or distribution/wholesale to get their feedback on how they think the new assembly workers' manager is doing in terms of management style.

References