

- Narrator:* Now that you've responded to the questions, let's see how this challenge was met by the staff at Can Go.
- Warren:* So these are the new performance evaluation forms. Take one and pass it around, Gail. Maria and I redesigned them to make them a fairer assessment tool. Hopefully they can help you in your pursuit of promotions and raises and let you know what the company expects of you.
- For example, as you can see, we're going to keep track of crashes, so when a server goes down we'll know who's been on duty.
- Whitney:* Uh, Warren.
- Warren:* Yeah, Whitney?
- Whitney:* Sometimes it goes down. It's a computer.
- Nick:* Yeah. Yeah. They go down.
- Warren:* Oh, I know it's not always human error. I'm definitely going to take that into account. But there are other things, like downtime and reporting a problem when you know you can't deal with it yourself. These are just common sense things that I expect everyone to be on the ball about, all right?
- Now don't get all bent out of shape about these forms, they're not here to trick you or get in your way of getting a promotion. These are a guideline for all of us. Just take some time, look them over. If you have any questions just let me know, all right? Okay.
- Gail:* Crashes.
- Nick:* Thanks, Gail. Gail.
- Narrator:* Evaluating employees is often a difficult and uncomfortable process. There are two basic criteria that can be used to gauge employee effectiveness: objective measures, which focus on directly measurable factors, such as productivity rates, number of absences, or amount of sales; and subjective measures, such as a manager's overall impressions and ratings of an employee's attitude or motivational levels.
- When subjective measures are used, managers must take care to avoid making a couple of common errors. Leniency and strictness errors occur when managers adopt a tendency to give either very

high or very low ratings to all employees, and halo effects occur when a manager allows a single aspect of an employee's job performance to color the evaluation of their performance as a whole. A good evaluation system will make use of both kinds of measures, and managers should be trained to avoid typical errors.

Consider these ideas as you take a look at how Can Go employees face another challenge in the case video that follows.

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