

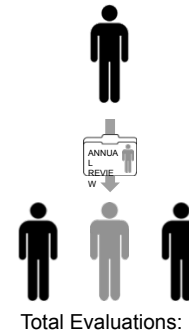
Using Peer Feedback in Performance Evaluations

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COER June, 2016

Joint work with:

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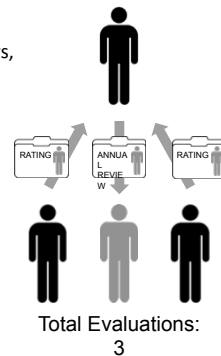
SUPERVISOR FEEDBACK



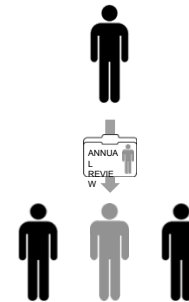
- Single-rater (manager)
- Ratings are “down” the hierarchy
- Easy to implement
- Suffers limitations

MULTI-SOURCE FEEDBACK

- Multi-rater (e.g., peers, managers, subordinates)
- Ratings can be “down,” “up” or “across” the hierarchy
- More costly to implement
- *Alleviate the limitations of supervisor feedback?*



LIMITATIONS OF SUPERVISOR FEEDBACK

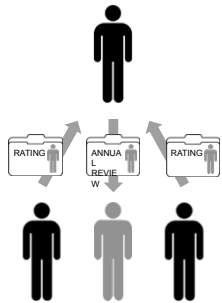


Supervisor Limitation

- Managers can't always observe daily behavior
 - i.e., different location



LIMITATIONS OF SUPERVISOR FEEDBACK



Supervisor Limitation

- Managers can't always observe daily behavior

- Different location



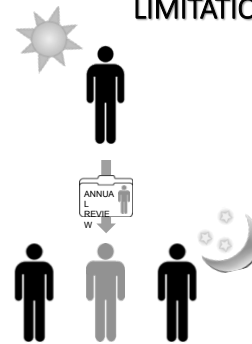
Multi-Source Solution?

- Peers may see behavior daily

- Share work location



LIMITATIONS OF SUPERVISOR FEEDBACK



Supervisor Limitation

- Managers can't always observe daily behavior

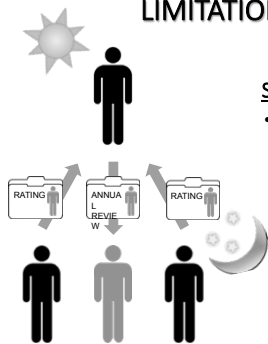
- Different location
- Different shifts

Multi-Source Solution?

- Peers may see behavior daily

- Peers share work location

LIMITATIONS OF SUPERVISOR FEEDBACK



Supervisor Limitation

- Managers can't always observe daily behavior

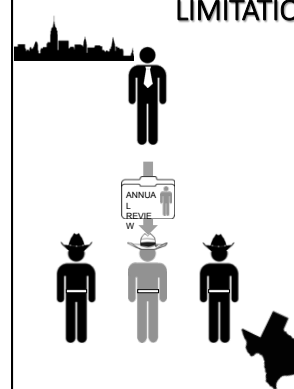
- Different location
- Different shifts

Multi-Source Solution?

- Peers may see behavior daily

- Peers share work location
- Peers work same shift

LIMITATIONS OF SUPERVISOR FEEDBACK



Supervisor Limitation

- Managers can't always observe daily behavior

- Different location
- Different shifts

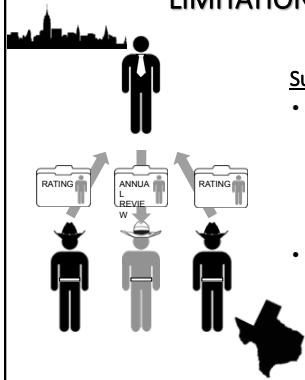
- Manager may lack job experience

Multi-Source Solution?

- Peers may see behavior daily

- Peers share work location
- Peers work same shift

LIMITATIONS OF SUPERVISOR FEEDBACK



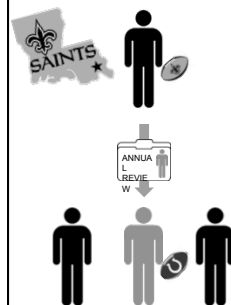
Supervisor Limitation

- Managers can't always observe daily behavior
- Different location
- Different shifts
- Manager may lack job experience

Multi-Source Solution?

- Peers may see behavior daily
- Peers share work location
- Peers work same shift
- Peers may have more applicable knowledge

LIMITATIONS OF SUPERVISOR FEEDBACK



Supervisor Limitation

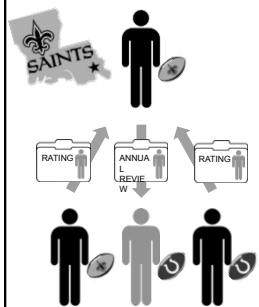
- Managers can't always observe daily behavior
- Different location
- Different shifts

Multi-Source Solution?

- Peers may see behavior daily
- Peers share work location
- Peers work same shift

- Manager may lack job experience
- Bias & perception of fairness

LIMITATIONS OF SUPERVISOR FEEDBACK



Supervisor Limitation

- Managers can't always observe daily behavior
- Different location
- Different shifts
- Manager may lack job experience

Multi-Source Solution?

- Peers may see behavior daily
- Peers share work location
- Peers work same shift
- Peers may have more applicable knowledge
- More raters mitigate bias & perception of fairness

- Bias & perception of fairness

PRACTICAL QUESTIONS

- Key design choices to make peer feedback implementation successful?
 - How should peers be used? Development, evaluation?
 - Who should be the peers?
 - Anonymous?
 - How often?
 - Positive recognition only?



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PEER RATINGS IN PRACTICE



THE CROWD SOURCED PERFORMANCE REVIEW
ERIC MOSLEY



THE WALL STREET JOURNAL
WSJ



Harvard Business Review
REINVENTING PERFORMANCE RANKINGS

Tulane University

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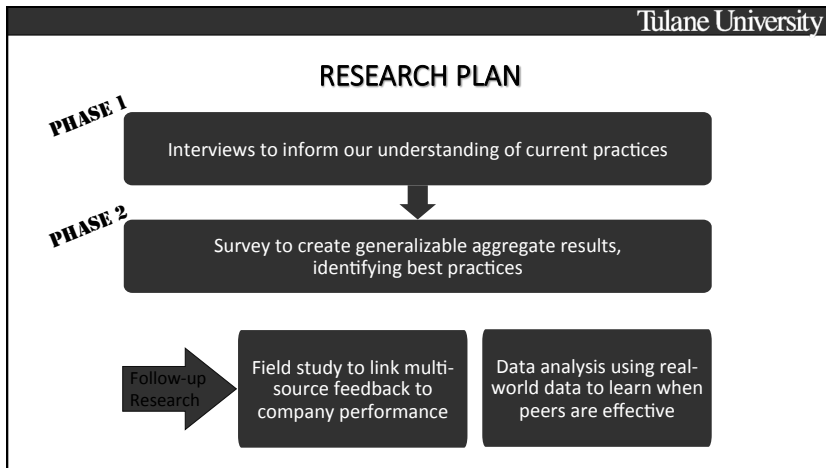










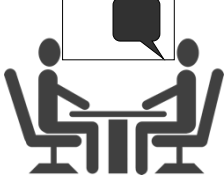
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WE NEED YOUR HELP!

Complete One-Page Questionnaire



Participate in an Interview



Our Contact Details



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Thanks!