

# **Performance Appraisal as a Guide for Training and Development: A Research Note on the Iowa Performance Evaluation System**

by

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**T**his paper examines one facet of performance appraisal—its use as a guide for the drafting of employee training and development plans. The scope is limited in that it excludes any consideration as to whether these plans are actually implemented. Our interest focuses only on the extent to which supervisors endeavor to assist employees in correcting or overcoming weaknesses and in enhancing or developing perceived strengths. The findings reported here are based on a 1981 monitoring of the performance appraisal system used by the State of Iowa.

As civil service reform has been instituted in one jurisdiction after another in order to further assure objective, performance-based personnel practices, performance appraisal has emerged as one of the key issues in the personnel management of the 1980s. This heightened sense of importance and seriousness has, in turn, led to a renewed interest in the study of the actual workings of performance appraisal systems.

The uses to which performance appraisal can be put are myriad. The recent Civil Service Reform Act of 1978 serves as a model in this respect. Here we find enunciated what may be taken as the typical orientation toward the uses of performance appraisal, recommending that personnel managers and supervisors "use the results of performance appraisal as a basis for training, rewarding, reassigning, promoting, reducing in grade, retaining, and removing employees." Performance appraisal systems can also serve to validate personnel testing and selection procedures, although such systems are themselves also subject to affirmative action validation requirements.

The economic recessions of the 1970s and 1980s have placed significant restraints on these uses, however. The imposition of hiring freezes, the diminishment of promotional opportunities, the advent of reductions-in-force, and the near abandonment of merit pay provisions by financially strapped governmental entities have contributed to the loss of enthusiasm for performance appraisal in many quarters. Under such circumstances, performance appraisal—limited in its use to the more negative functions of employee evaluation—takes on the dreaded image ascribed to them by Douglas McGregor (1957).

In their search to salvage something positive from amidst these circumstances personnel specialists have alighted upon the use of performance appraisal as a guide for employee training and development. This offers them the opportunity of providing public employees with a service that employees view as beneficial. Although public employees have shown little confidence in specific performance appraisal systems or in the managerial abilities of those responsible for their implementation (McGregor, 1957; Levinson, 1976; Nalbandian, 1981), they have tended to demonstrate a more favorable attitude when the purpose of per-

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