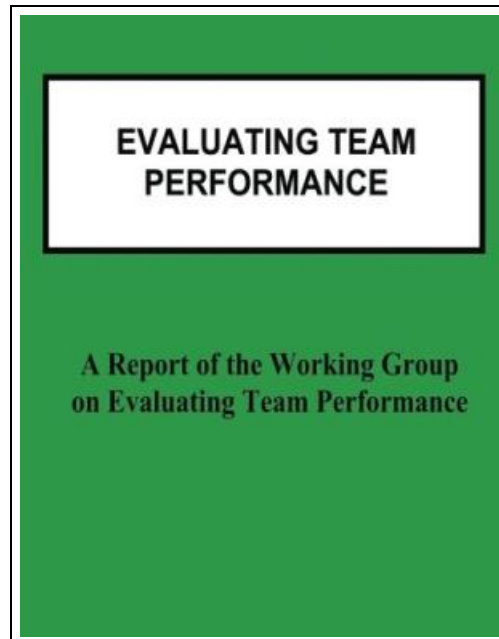


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CreateSpace Independent Publishing Platform. Paperback. Book Condition: New. This item is printed on demand. Paperback. 64 pages. Dimensions: 11.0in. x 8.5in. x 0.1in. In September of 1992, the Interagency Advisory Group (IAG) Committee on Performance Management and Recognition established a working group of Federal agency representatives to research the issue of evaluating team performance. This report and the accompanying annotated bibliography are the products of that working group. After studying both public and private sector performance management systems, the working group observed that a variety of approaches are used in interdependent work environments to assess team performance. These approaches fall along a continuum, ranging from completely individual-focused approaches to team- and/or organization-focused approaches. (A graph and matrix which depict the four benchmark approaches or models are included on pages iii and iv.) The report begins with an introduction to the focus continuum and includes an overview of components of assessment systems that apply to all the models. Detailed chapters follow for each model outlining the specific characteristics, the optimum organizational environment, the cost-of-implementation factors, and the advantages and disadvantages, along with some examples of each. Model 1 represents an individual-focused approach to planning and assessment in a team setting and begins the continuum. This model is very similar to traditional types of evaluation which may currently be in place in many organizations since this model uses only individual performance measurements to determine the final rating of the employee. At this point on the continuum, even though teams have been introduced into the organization, most work is still independent, the culture of the organization is still centered around the individual, teams may only be used occasionally or are very informal, and/or the climate and structure of the organization lends itself to individual planning, assessment and recognition rather than team or group...



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