

AN INNOVATIVE APPROACH TO PERFORMANCE APPRAISAL: UPDATE ON THE CANADIAN FORCES EXPERIENCE

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Canadian Forces Personnel Appraisal System

CURRENT

- Multiple performance appraisal forms (rank or occupation specific)
- Lack of consistent underlying competency framework
- Limited compliance for completion of the forms
- Grievances
- Rating inflation
- Limited integration with other pers mngt components
- Processing Time (150+ man years annually)

**Motivation
to change**

FUTURE

- Use of the Leadership Development Framework as the underlying set of competencies
- Increase compliance and reduce processing time
- New rating scale to reduce inflation
- Heighten the perception of fairness and transparency

The Leadership Development Framework (LDF)

Professional Ideology	Change Capacities	Social Capacities	Cognitive Capacities	Professional Expertise
<p>Credibility/ Impact</p> <p>Moral Reasoning</p> <p>Internalized Ethos</p>	<p>Learning Organization</p> <p>Group Directed</p> <p>Self-Development</p>	<p>Partnering</p> <p>Team</p> <p>Interpersonal</p> <p>Flexibility</p> <p>Communication</p>	<p>Creative/ Abstract</p> <p>Analytic</p>	<p>Strategic and Institutional</p> <p>Military and Organizational</p> <p>Specialist and Technical</p> <p>Strategic and Institutional</p> <p>Military and Organizational</p>

Development of Competency Dictionary

Operationalization of the LDF

- Clear, concrete, and validated definitions of competencies and their respective behavioral indicators at different levels
 - Improved standardization
 - Improved assessment/selection of leaders
 - Improved identification of personnel strengths and weaknesses
 - Improved and more tailored developmental and learning activities
- Common language throughout the institution
- Better and more logical linkage for members between the different HR activities, especially performance appraisal, promotion/succession planning, and career/talent management
- Dictionary now fully validated at Colonel/Captain(N) rank, and in first phase of validation at Brigadier General/Commodore rank

FUTURE

- **Use of the Leadership Development Framework as the underlying set of competencies**
- Increase compliance and reduce processing time
- Need for new rating scale to reduce inflation

The CF Leadership Competencies Dictionary

Professional Ideology	Change Capacities	Social Capacities	Cognitive Capacities	Professional Expertise
Credibility and Impact	Behavioral Flexibility	Communication	Analytical/ Systems Thinking	Visioning
Moral Reasoning	Change Management	Interpersonal Relations	Creativity	Organizational Awareness
Commitment to Military Ethos	Developing Self and Others	Conflict Management		Resource Management
Action Orientation and Initiative	Stress Tolerance and Management	Teamwork		Result Management
		Partnering		Technical Expertise

Proof of Concept Project:: Innovative Approach to Performance Appraisal for the CF

CURRENT

- Multiple performance appraisal forms (rank and occupation specific)
- **Lack of consistent underlying competency framework**
- **Limited compliance for completion of the forms**
- **Grievances**
- **Rating inflation**
- Limited integration with other pers mngt components
- **Processing Time (150+ man years annually)**

The development of a Computerized Adaptive Rating Scales (CARS) for the CF:

- Partnered with Walter Borman (PDRI)
- Using a subset of the CF Dictionary of competencies
 - Commitment to Military Ethos
 - Action orientation and Initiative
 - Teamwork
 - Developing Self and Others
 - Behavioral Flexibility/Change Management
 - Communication
 - Analytical Thinking
 - Result Management
- Using four group rankings
 - Officers: Lt/Capt & Maj/LCol
 - NCMs: Cpl/MCpl & Sgt/WO

Computerized Adapting Rating Scales (CARS)

- Uses computer adaptive technology
- Evaluators compare a series of pairs of behaviors

Example:

1. Tailors his/her communication to fit the needs of different individuals or audiences.
2. Provides direct reports and key stakeholders with the information that is of greatest interest to them, but misses opportunities to share other relevant information.

- Better aligned with evaluators cognitive processes
- Used in assessment of personality
 - Much quicker, less faking
- Lab studies when used to assess performance
 - More reliable ratings
 - Increased precision in measurement

CARS Performance Estimation Process

Very Ineffective Somewhat Ineffective Effective Very Effective

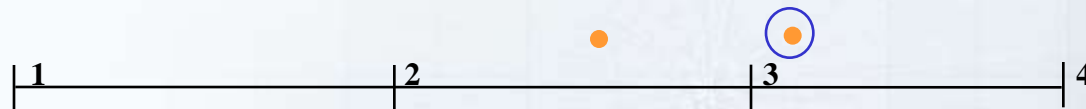
First Item Pair



Second Pair



Third Pair



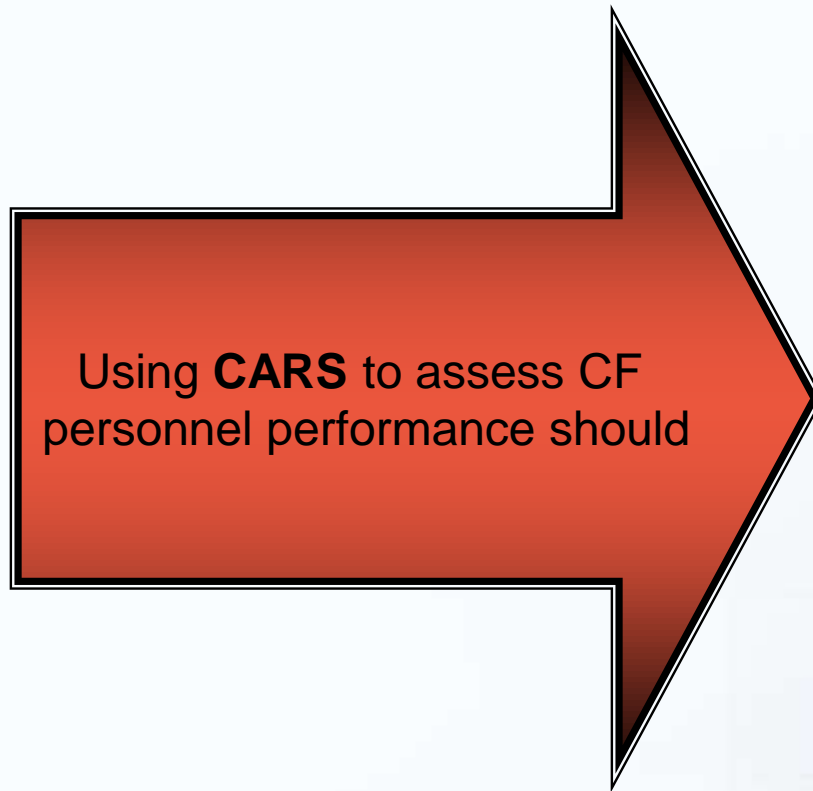
Fourth Pair



Final Estimated Performance



Proof of Concept Project: Innovative Approach to Performance Appraisal for the CF



FUTURE

- Use of the Leadership Development Framework as the underlying set of competencies
- Increase compliance and reduce processing time
- Reduce rating inflation
- Heighten the perception of fairness and transparency

Project Status

- **Collection of Behavioral Statements:**
 - 27 workshops conducted across Canada to generate behaviors reflecting a wide range of effectiveness for each competency (n=133).
 - over 3000 behavioral statements were generated by the participants.
 - Statements were written so as to cover varying levels of effectiveness for each competency for each rank grouping
 - 1148 Statements were edited by PDRI

Environment			Officers		NCMs	
Army	RCN	RCAF	Lt/Capt SubLt/Lt	Maj/LCol LCdr/Cdr	Cpl/MCpl LS/MS	Sgt/WO PO2/PO1
69	50	14	31	28	43	29

Project Status (cont)

- **Re-translation exercise:**
 - Of the 1148 statements edited by PDRI, 688 were chosen for the project
 - The 688 statements were re-translated by a team of SMEs at PDRI as well as with military SMEs in the CF.
 - Statements were presented to SMEs according to a particular rank grouping
 - For each statements, SMEs were asked to identify the competency being assessed and the level of effectiveness of the behavior (1-7)
 - Data from the CF and PDRI was compared and merged
 - PDRI staff populated the CARS program and simulations were ran until the selective iterations and final ratings were deemed appropriate

Project Status (cont)

- **Pilot study (Fall-Winter 2012/2013):**
 - 150 ratees
 - Multiple raters (3) per ratee
 - Assess accuracy of the ratings
 - Compare to accuracy obtained through the current CF PA form (PER)
 - Assess and compare inter-rater reliability
 - Collect perceptions of both raters and ratees on:
 - the accuracy of new measure
 - fairness/objectivity of new measure
 - Transparency
 - ease of use (for raters)
- **Project end date March 2013**

Questions?

Thank You!



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