

# Assessment

# *Partners in Performance*

*First Edition*

The objectives of this book are:

- To discuss a model for performance management
- To explain the importance of gaining employee commitment
- To discuss techniques for preparing and delivering effective performance reviews

■ CRISP<sub>series</sub>

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## **Assessment Questions for *Partners in Performance, First Edition***

*Select the best response.*

1. Research shows that the percentage of employees who understand how their work is evaluated is:
  - A. Less than 10%
  - B. More than 50%
  - C. About 75%
  - D. Close to 90%
  
2. A Performance Agreement should:
  - A. Be devised by the employer and approved by the employee
  - B. Be based on a job analysis
  - C. Include goals, an action plan, and timing of performance reviews
  - D. All of the above
  - E. B and C
  
3. The first step in a Success Pattern is to:
  - A. Make plans
  - B. Decide strategies
  - C. Set a goal
  - D. Begin action
  
4. To address employee belief that their work cannot be measured, a good technique is to:
  - A. Explain that you have measured many performances
  - B. Break their responsibilities into component parts
  - C. Cite research showing the importance of measurement
  - D. Agree that much they do is not measurable

5. Performance indicators should be established:
  - A. During the performance review
  - B. During the goal setting step
  - C. Only if there is a disagreement about past performance
  
6. Select the quality measurement indicator:
  - A. Number of customer complaints per year
  - B. Percent of variance from budget
  - C. Percentage of work redone
  - D. Frequency of an event per quarter
  
7. In order to obtain employee commitment to a Performance Agreement:
  - A. Problems must be eliminated
  - B. The employee must be involved in the planning
  - C. Obstacles should not be mentioned
  - D. The goal must be realistic
  - E. B and D
  
8. Items to be addressed in an Action Plan should be:
  - A. The needed steps
  - B. The financial significance
  - C. Actions of employer and employee
  - D. All of the above
  - E. A and B
  
9. A Performance Agreement chart should include columns for responsibilities, goals, obstacles, action plan, and:
  - A. Financial impact
  - B. Expected success rate
  - C. Ranking of goals
  - D. Evaluation items
  
10. Projects that are easily accomplished are the best items on Performance Agreements.
  - A. True
  - B. False

11. The right climate for successful performance reviews is one that:
- A. Decreases everyone's workload
  - B. Promises greater rewards
  - C. Seeks meaning for employee careers
  - D. Promises increases in employee support staff
  - E. C and D
12. Conducting an unsatisfactory performance review usually occurs because of:
- A. Poor working conditions
  - B. Employer ignorance of the employee's job history
  - C. The employee's lack of information
  - D. Inadequate preparation
13. Employees can best prepare for a performance review by considering:
- A. Changes that would improve their performance
  - B. The weaknesses of their associates
  - C. Things they like about their jobs not things they dislike
  - D. The *we/they* relationship with management
  - E. A and C
14. Useful guidelines for review sessions are that you should:
- A. Cover all areas of the employee's work
  - B. Reach agreement on upcoming projects and goals
  - C. Use examples that cannot be challenged
  - D. Involve the employee in the entire review
  - E. B and D
15. The format for the Performance Review discussion may be influenced by the needs of individual personalities.
- A. True
  - B. False
16. For a Performance Review discussion, it is better to:
- A. Sit on opposite sides of a table
  - B. Sit on the same side of a table

17. To begin the discussion, you should focus on:
- A. The most critical problem
  - B. A topic the employee suggests
  - C. A specific positive achievement
  - D. A or C
  - E. B or C
18. You should immediately reject an employee's reason for a variance from what was expected if it's clearly an excuse.
- A. True
  - B. False
19. Select the best statement to an employee:
- A. "You know what you should have done."
  - B. "Let's go over what happened."
  - C. "We just don't expect behavior like that here."
  - D. "This is the best solution."
20. Today's employees appreciate supervisors who:
- A. Emphasize the prestige of their own position
  - B. Reflect equality rather than superiority
  - C. Give directives with authority
  - D. Make unemotional judgments
21. Select the best question for a Performance Review discussion:
- A. "What do you think caused the accident?"
  - B. "Did you respond immediately to the warning?"
  - C. "Do you agree that our safety precautions are adequate?"
  - D. "Have you notified everyone in the work area?"
22. If an employee should say, "We really don't make an adequate effort to sell new products to our faithful customers," a reflective response would be:
- A. "I'm glad you're pointing that out to me."
  - B. "I'll have to give that some thought."
  - C. "So you think our efforts can be improved?"
  - D. "You've made an important observation."

23. The first step to correcting unsatisfactory performance is to:
- A. Review expectation
  - B. Clearly state the problem
  - C. Compliment the employee on things done correctly
  - D. State the effect of the problem on the company as a whole
24. The close of a Performance Review is unsatisfactory if:
- A. The employee goes away realizing some shortcomings
  - B. What was agreed is perceived differently by each person
  - C. One person believes the other might resent what happened
  - D. Changes in behavior have not been discussed
25. A Performance Review will be successful only if:
- A. A written record is kept
  - B. Both parties have a copy of the written record
  - C. Developmental opportunities are mentioned
  - D. Plans are followed
  - E. All of the above

**Answer Key for  
Partners in Performance, First Edition**

*Recommended response (Corresponding workbook page)*

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|-----------|------------|------------|------------|------------|
| 1. B (4)  | 6. C (21)  | 11. C (45) | 16. B (65) | 21. A (73) |
| 2. E (6)  | 7. E (28)  | 12. D (53) | 17. E (65) | 22. C (74) |
| 3. C (11) | 8. D (34)  | 13. A (54) | 18. B (65) | 23. A (76) |
| 4. B (15) | 9. C (36)  | 14. E (59) | 19. B (69) | 24. B (79) |
| 5. B (20) | 10. B (39) | 15. A (65) | 20. B (70) | 25. E (82) |