

Visteon: Development of a Computerized Multi-Rater Performance Management System for Management Employees at Visteon

Project Date: 2000-2001

Description

Background: Visteon was faced with a need for an HR system that would fairly and accurately evaluate its management employees so their performance could be managed in a way that would help Visteon achieve its strategic objectives. To meet this need, PDRI teamed with its parent organization, Personnel Decisions International (PDI), to develop and implement a computerized multi-rater performance measurement system for Visteon using computer adaptive rating scale (CARS) technology developed by PDRI.

Methodology: Development of the performance measurement system involved several steps. First, interviews and focus groups were conducted with 45 senior and mid-level Visteon executives to identify and define dimensions of managerial performance critical to Visteon's success. Dimension identification and definition was also informed by review of competency models and behavior summary scales previously developed by PDRI and PDI. Ultimately, 10 performance dimensions were identified and defined.

CARS were then developed to measure those performance dimensions. Review of the previously developed competency models and behavior summary scales yielded a number of behaviors that were excerpted and adapted to populate the CARS. Additional behaviors to populate the CARS were generated by PDRI and PDI consultants. Ultimately, 404 behaviors were generated to operationalize the 10 CARS dimensions. Each of these behaviors was carefully calibrated to its targeted levels of effectiveness. This calibration was achieved by having 50 PDRI and PDI experts complete a retranslation rating task and making revisions based on analysis of those retranslation data.

The performance measurement system's CARS present Visteon performance raters with pairs of behaviors reflecting four different effectiveness levels, and ask them to indicate which behaviors best characterize the performance of the manager they are rating. This process efficiently and precisely identifies the manager's performance level for each dimension. PDI programmers adapted PDRI's existing CARS software to fit the performance measurement system content developed for Visteon and designed a computer interface for Visteon users. Performance evaluation report formats were developed to maximize information quality and user-friendliness.

Results

Borman, W. C., Schneider, R. J., Goff, M., Buck, D. E., Hanson, M. A., & Motowidlo, S. J. (2001, April). Computerized Adaptive Rating Scales II: Scale development for management jobs. Paper presented at the 16th Annual Conference, Society for Industrial and Organizational Psychology, San Diego, CA.

Schneider, R. J., Goff, M., Anderson, S., & Borman, W. C. Computerized adaptive rating scales for measuring managerial performance. *International Journal of Selection and Assessment*.