BARS-Introduction

- Definition
- How BARS are developed
- Sample BARS
- Rater Training
- Inter-Rater Reliability
BARS Definition

Behaviorally Anchored Rating Scales use behavior statements as anchors rather than generic performance descriptors as are commonly found on traditional graphic rating scales.
BARS-Development

1. Convene SMEs
2. Determine dimensions
3. Define dimensions
4. Gather high, low & acceptable examples

Session Activity: Step 4
BARS-Development

5. Retranslation into dimensions (survey)
6. Scaling (survey)
7. Place in intervals on scale
8. Final form

Handout (Step 5 sample)
Handout (Step 8 samples)
Sample Scenario

You are a new supervisor and have ten employees who are your direct subordinates. This is your first week as the supervisor. Over the past several weeks various employees worked out-of-class as the supervisor. You reviewed the work records of your employees and noticed that one of the employees under your supervision, Chris Ross, has been late to work multiple times. Today is Friday, May 10, 2013. Several employees were pre-approved for vacation today and one employee, Sam Rogers, called in sick. These absences coupled with Chris being tardy again caused an overtime situation. Due to minimum staffing requirements in your section an employee from the night shift was held over on overtime until Chris arrived. Due to budget constraints any use of overtime is frowned upon by the department head Manager Jordan Biggs; your direct supervisor.

You decide that you should speak with Chris regarding this issue. Chris is an hourly employee with regular work hours of 8:00 am - 5:00 pm. Each time he was late over the past few weeks he was required to submit slips for leave. Before the meeting, you review Chris’ personnel file and see that there have been no complaints, no discipline and Chris has received positive feedback during all past employee reviews. The time and attendance records are computer generated and reflect badge swipes of the exact time when employees clock-in and clock-out.

You are to conduct a meeting with Chris.
Sample Video
Rater Training

• Rating the Candidate
• Potential Rater Errors
• How to Minimize Rater Errors
• Board Facilitator Role

Handouts
Sample Video
ORAL COMMUNICATION: Organizes thoughts and expresses them in a clear and logical manner, quickly comprehends another's meaning, uses appropriate vocabulary, correct grammar, and appropriate non-verbal communication (gestures, etc.).

9  Expresses ideas clearly and concisely

8  Answers questions completely and precisely

7  Speaks with a voice that exhibits an appropriate command presence

6  Relates thoughts in an organized manner. Gives concise answers to questions.

5  Demonstrates effective active listening behaviors (e.g. leans forward, nods in agreement, repeats statements back, verbalizes understanding)

4  Clearly enunciates words

3  Attentively leans forward

2  Voices ideas randomly or several at a time

1  Interrupts others inappropriately

Fails to listen to questions asked by role player(s)

Uses incorrect words or grammar in responding to questions

Talks too long without making a point

Uses profanity

Problem Analysis and Resolution

PROBLEM ANALYSIS & RESOLUTION: Ability to critically evaluate a situation, gather and analyze relevant information, identify underlying issues, assess alternative solutions, and to consider the implications of problems and potential solutions.

9  Identifies possible resources to resolve problem. Deals w/ problems before they worsen

8  Ensures a follow up plan is established

7  Develops alternative approaches to deal with the problem

6  Verbalizes the impact on the organization as a whole (morale, operations, budget, etc.)

5  Thoroughly considers relevant information

4  Provides feasible solutions; considered feasibility of alternatives

3  Makes suggestions for resolving the problem

2  Assures adherence to standards

1  Is unable to support conclusions with facts or logic

Fails to consider alternatives

Considers only a portion of the available information

Abdicates responsibility, blames others

Waits until a problem has worsened before dealing with the problem

Fails to act, hopes that the problem will resolve itself
Inter-Rater Reliability

Spearman-Brown Inter-rater reliability formula:

$$\frac{\text{Sum of correlations}}{(((\text{Average of correlations}) \times (n-1))) + 1}$$

n = number of raters
Questions?

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