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A Quality Control Chart for Work Performance Appraisal

Saad T. Bakir

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systems use ratings that are only categorical on the ordinal scale of measurement (e.g., excellent, good, fair, and poor) or rank workers by arranging them in order of merit from 1, 2, last.

Deming, however, did not show how to construct a control chart for performance appraisal when the performance ratings are reported only on the ordinal scale of measurement. In this article, we propose a quality control chart that is particularly useful in the area of performance appraisal when the workers’ ratings are categorical on the ordinal scale of measurement. The proposed chart can aid managers in implementing Deming's teachings on performance appraisal. The manager will then be able to understand variation among workers and to distinguish between the “common causes” and the “special causes” affecting a certain work system. The manager can then determine who among the workers is performing within the bounds of the system, out of the system on the good side, or out of the system on the poor side.

Keywords:

- Deming
- Distribution-free
- Nonparametric
- Ordinal ratings
- Performance appraisal
- Ranks
- Stable work system
- Total quality management.

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