

organizations in the mid-1970s found behaviorally anchored rating scales to be the third most frequently used measure of performance. The most individualized appraisal system is undoubtedly management by objectives.²¹ Traditional rating scales define both the domain of performance and specify performance levels in a loose, nonsystematic fashion. Behaviorally anchored rating scales represent an intermediate form of appraisal in terms of their generality. A highly desirable feature of behaviorally anchored rating scales is the fact that they are based on job analysis. The anchoring of the numerical values on the final rating instrument also represents a sophisticated attempt to establish standards of performance. The likelihood of contamination and deficiency is thus substantially reduced.