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	Evaluations take place at regular intervals and at		
Meaningfulness	appropriate moments.		
	System provides for continuing skill development of evaluators.		
	Results are used for important administrative decisions.		
Specificity	Detailed guidance is provided to employees about what is expected of them and how they can meet these expectations.		
Identification of effective and ineffective performance	The system distinguishes between effective and ineffective behaviors and results, thereby also identifying employees displaying various levels of performance effectiveness.		
Reliability	Measures of performance are consistent.		
	Measures of performance are free of error.		
Validity	Measures include all critical performance facets.		
	Measures do not leave out any important performance facets.		
	Measures do not include factors outside employee control.		
Acceptability and fairness	Employees perceive the performance evaluation and rewards received relative to the work performed as fair (distributive justice).		
	Employees perceive the procedures used to determine the ratings and subsequent rewards as fair (procedural justice).		
Inclusiveness	Employee input about their performance is gathered from the employees before the appraisal meeting.		
	Employees participate in the process of creating the system by providing input on how performance should be measured.	2	
Openness	Performance is evaluated frequently and feedback is provided on an ongoing basis.		
	Appraisal meeting is a two-way communication process and not one-way communication delivered from the supervisor to the employee.		
	Standards are clear and communicated on an ongoing basis.		
	Communications are factual, open, and honest.		
Correctability	There is an appeals process, through which employees can challenge unjust or incorrect decisions.	-	
Standardization	Performance is evaluated consistently across people and time.		
Ethicality	Supervisors suppress their personal self-interest in providing evaluations.		
	Supervisors evaluate performance dimensions only for which they have sufficient information.		
	Employee privacy is respected.		