

Software Used	Articulate Storyline 2 for PC.
Learning Objective	By the end of the e-learning session, performance improvement practitioners will be able to: identify the unethical issues and adhere to ethical practices while conducting performance evaluation of their employees or products such as the Learning Management System.
Target Audience	The e-learning session helps employees such as performance improvement consultants/practitioners who are responsible for evaluating the performance of their employees/products learn to identify unethical issues and adhere to ethical practices during performance evaluation projects.
Course Length	About 6 minutes.

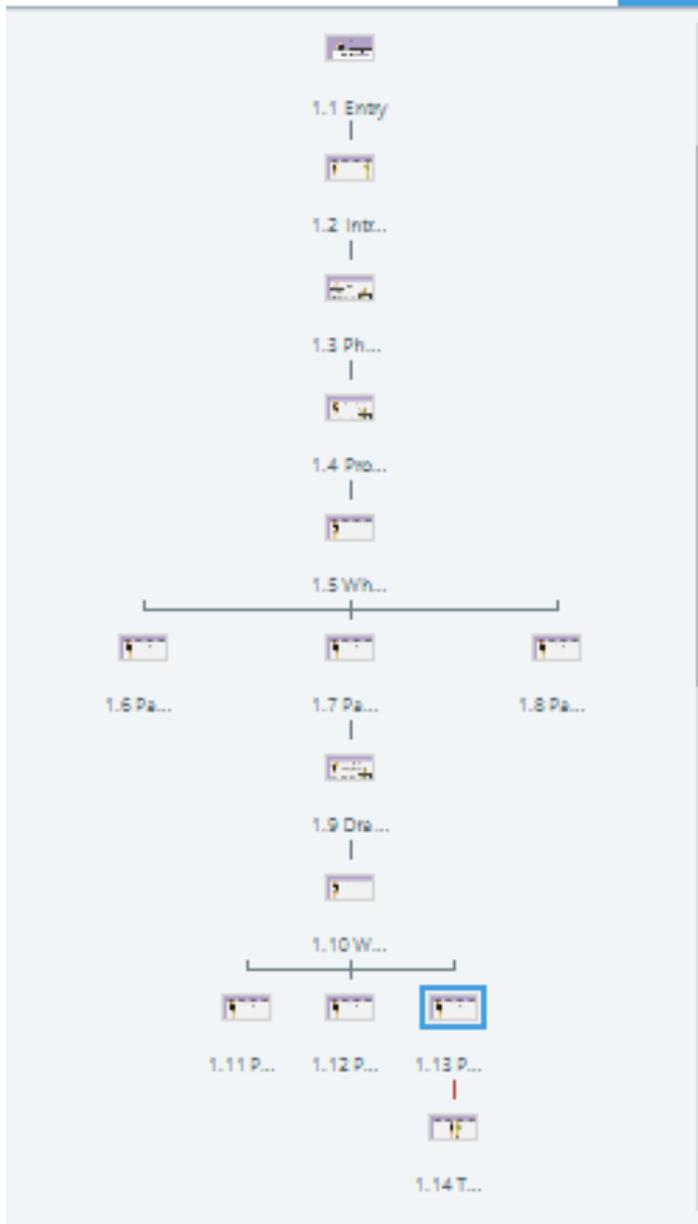
Description of the Performance Situation:

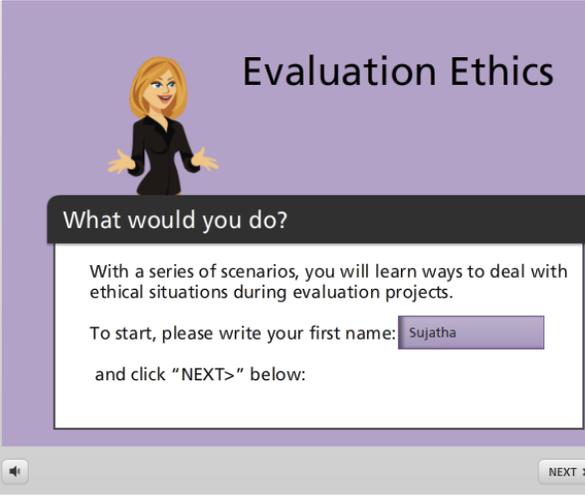
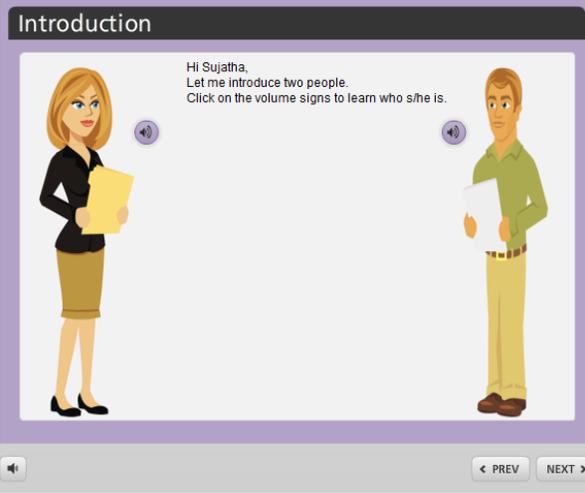
The employees in an organization such as performance improvement practitioners/consultants, who are designated to conduct performance evaluation of their employees or various products must be able to identify certain unethical issues that may arise during the process, along with adhering to ethical practices while conducting performance evaluations. Thus, employees must be trained to do so.

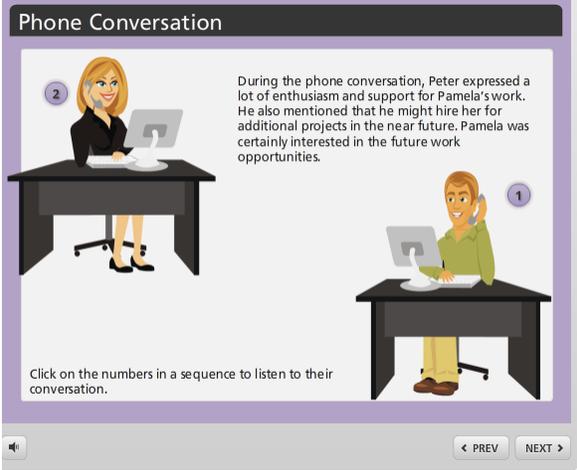
Earlier, my organization provided this training through Instructor-led training programs. Currently, they plan to deliver the training through an e-Learning session to save on travel cost for the trainers, as many of their branch offices are located in different states of the US.

An overall structure of mini project 3-Evaluation Ethics is shown below:

1 Evaluation Ethics



Slide No.	Final Screenshot	Screen Description	Narration
1.		<p>Text: Evaluation Ethics</p> <p>What would you do? With a series of scenarios, you will learn ways to deal with ethical situations during evaluation projects. To start, please write your first name: and click “NEXT>” below:</p> <p>Cursor Movement: Learner writes his/her name in the space provided and clicks the “NEXT>” button at the bottom of the screen.</p>	<p>What would you do?</p>
2.		<p>Text: Introduction</p> <p>Hi %FirstName%, Let me introduce two people. Click on the volume signs to learn who s/he is.</p> <p>Cursor Movement: Learner clicks on the volume signs and the “<PREV” and “NEXT>” buttons at the bottom of the screen.</p>	<p>[Layer Pamela] - Hi, I’m Pamela. I’m a performance improvement consultant. I recently got a contract with a company to evaluate its company-wide implementation of a learning management system. My main client contact for this project is Peter.</p> <p>[Layer Peter] - Hi, I’m Peter. I’m the program director of a company that recently implemented a new learning management system. I hired a performance consultant,</p>

			<p>Pamela. I'm the main client contact for the evaluation project.</p>
<p>3.</p>		<p>Text: Phone Conversation</p> <p>During the phone conversation, Peter expressed a lot of enthusiasm and support for Pamela's work. He also mentioned that he might hire her for additional projects in the near future. Pamela was certainly interested in future work opportunities.</p> <p>Click on the numbers in a sequence to listen to their conversation.</p> <p>Cursor Movement: Learner clicks on the phone signs and the “<PREV” and “NEXT>” buttons at the bottom of the screen.</p>	<p>[Layer Peter]</p> <p>Pamela, I'm very excited about this evaluation project. We've been waiting to conduct an evaluation for a long time and now we are doing it with your help! I've heard a lot of good things about your work. I'm so glad that you will be working on this project for us. You know what? This is just a start. We have lots of other evaluation projects to do. If this project goes well, I'm sure I will contact you again about those other projects.</p> <p>[Layer Pamela]</p> <p>I'm excited about this project too, Peter. It's good to hear that you have other evaluation projects. The more work, the better!</p>

4.

Proposal Meeting

A couple of weeks later, Pamela met with Peter and submitted her evaluation proposal to him. Peter, while pointing out an insider's perspective, made a number of suggestions as to what to focus on and what to ignore during her evaluation. He also made reference to future evaluation projects he had mentioned before.

Click on the consecutive numbers in a sequence to listen to their conversation.

< PREV NEXT >

Text: Proposal Meeting

A couple of weeks later, Pamela met with Peter and submitted her evaluation proposal to him.

Peter, while pointing out the importance of an insider's perspective, made a number of suggestions as to what to focus on and what to ignore during her evaluation. He also made reference to future evaluation projects he had mentioned before.

Click on the consecutive numbers in a sequence to listen to their conversation.

Cursor Movement: Learner clicks on the consecutive numbers in a sequence and the “<PREV” and “NEXT>” buttons at the bottom of the screen.

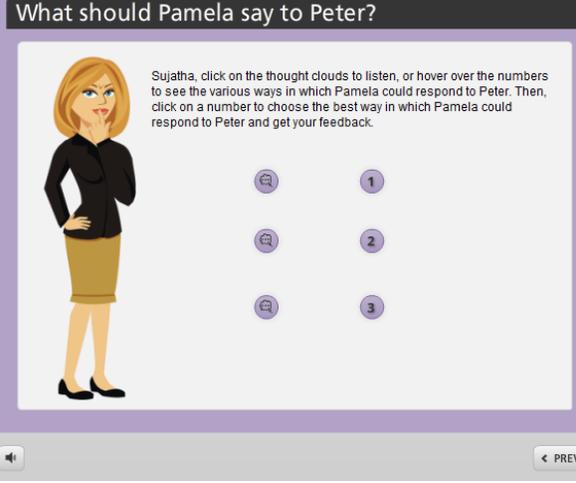
[Layer 1 Peter] - Pamela, I've read your evaluation proposal. I think overall you have a good plan. But, may I make some suggestions?

[Layer 2 Pamela] - Sure. I would be happy to hear your suggestions, Peter.

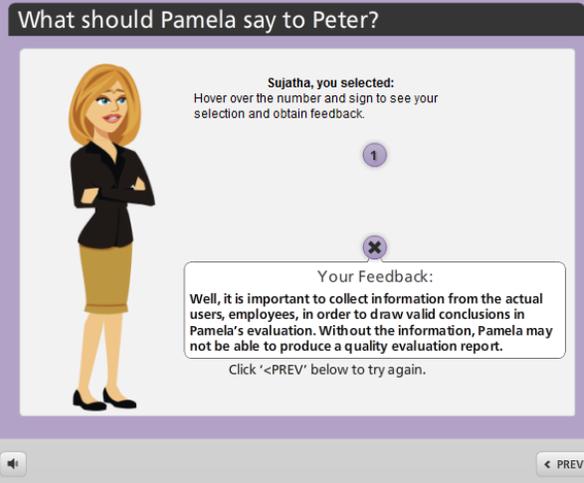
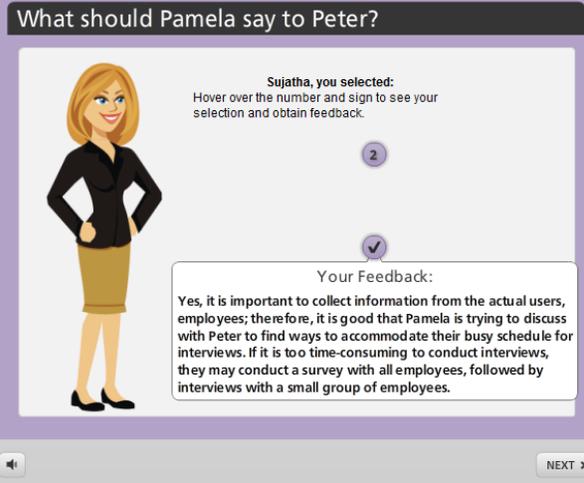
[Layer 3 Peter] - On this data collection methods section, you said you would interview employees. I don't think it is necessary to talk to the employees.

[Layer 4 Pamela] - Well, the employees are the actual users of the system. So, it is important to know what they have to say about it.

[Layer 5 Peter] - I understand that. But, I know what's going on in this company very well. I can tell you that this time of year, they are really busy. There is just no time for them to participate in interviews. I

			<p>suggest that you exclude employees from your interview. You are conducting a survey with the managers anyway. They will provide you with enough data about the system.</p> <p>[Layer 6 Peter] - Oh, by the way, did I tell you that I have more evaluation projects to do? If we can work together well this time, I'm sure I will contact you again for those other projects.</p>
5.	 <p>What should Pamela say to Peter?</p> <p>Sujatha, click on the thought clouds to listen, or hover over the numbers to see the various ways in which Pamela could respond to Peter. Then, click on a number to choose the best way in which Pamela could respond to Peter and get your feedback.</p>	<p>Text: What should Pamela say to Peter?</p> <p>%FirstName%, click on the thought clouds to listen, or hover over the numbers to see the various ways in which Pamela could respond to Peter. Then, click on a number to choose the best way in which Pamela could respond to Peter and get your feedback.</p> <p>Three thought clouds and three numbers with audio embedded within them.</p> <p>Pamela's Thought 1: I agree that it would be difficult to schedule an interview with each employee if they are really busy. I will remove the plan of interviewing them. Like you said, I will get data from the managers anyway. Good point.</p> <p>Pamela's Thought 2: I understand it is difficult to</p>	<p>Pamela's Thought 1: I agree that it would be difficult to schedule an interview with each employee if they are really busy. I will remove the plan of interviewing them. Like you said, I will get data from the managers anyway. Good point.</p> <p>Pamela's Thought 2: I understand it is difficult to</p>

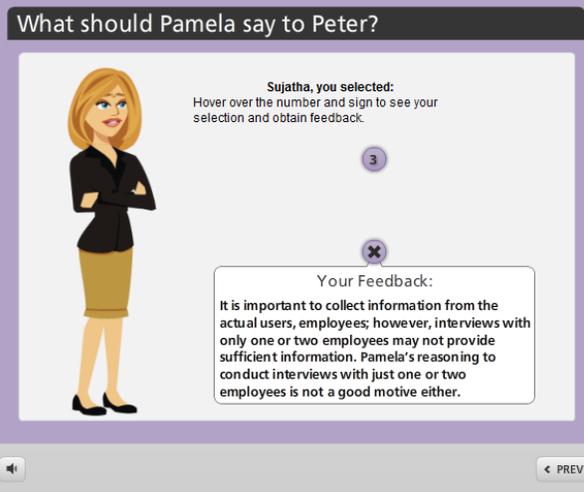
		<p>Pamela’s Thought 2: I understand it is difficult to schedule an interview with each employee. But to produce a comprehensive evaluation project, it is important to include the employees’ input. Could we think about ways to accommodate their busy schedule?</p> <p>Pamela’s Thought 3: I know, they are very busy. But, could you let me interview just one or two employees? That way, I can at least say that I interviewed some employees. I want to produce a comprehensive report, and it is important that I use as many data collection methods as I can.</p> <p>Cursor Movement: Learner clicks on the thought clouds and numbers, and the “<PREV” button at the bottom of the screen.</p>	<p>schedule an interview with each employee. But to produce a comprehensive evaluation project, it is important to include the employees’ input. Could we think about ways to accommodate their busy schedule?</p> <p>Pamela’s Thought 3: I know, they are very busy. But, could you let me interview just one or two employees? That way, I can at least say that I interviewed some employees. I want to produce a comprehensive report, and it is important that I use as many data collection methods as I can.</p>
6.		<p>Text: What should Pamela say to Peter? %FirstName%, you selected: Hover over the number and sign to see your response and obtain feedback. Number 1 and X sign. Click ‘<PREV’ below to try again.</p> <p>Pamela’s Thought 1: I agree that it would be difficult to</p>	

		<p>schedule an interview with each employee if they are really busy. I will remove the plan of interviewing them. Like you said, I will get data from the managers anyway. Good point.</p> <p>Your Feedback: Well, it is important to collect information from the actual users, employees, in order to draw valid conclusions in Pamela’s evaluation. Without the information, Pamela may not be able to produce a quality evaluation report.</p> <p>Cursor Movement: Learner clicks on the number and sign, and the “<PREV” button at the bottom of the screen.</p>	<p>None.</p>
<p>7.</p>		<p>Text: What should Pamela say to Peter? %FirstName%, you selected: Hover over the number and sign to see your response and obtain feedback. Number 2 and “check mark” sign. Click ‘NEXT>’ below to continue.</p> <p>Pamela’s Thought 2: I understand it is difficult to schedule an interview with each employee. But to produce a comprehensive evaluation project, it is important to include the employees’ input. Could we think about ways to accommodate their busy schedule?</p> <p>Your Feedback: Yes, it is important to collect information from the actual users, employees; therefore, it is good that Pamela is trying to discuss with Peter to find ways to accommodate their busy schedule for interviews.</p>	<p>None.</p>

If it is too time-consuming to conduct interviews, they may conduct a survey with all employees, followed by interviews with a small group of employees.

Cursor Movement:
Learner clicks on the number and sign, and the “NEXT>” button at the bottom of the screen.

8.



Text: What should Pamela say to Peter?
%FirstName%, you selected:
Hover over the number and sign to see your response and obtain feedback.
Number 3 and X sign.

Pamela's Thought 3:
I know, they are very busy. But, could you let me interview just one or two employees? That way, I can at least say that I interviewed some employees. I want to produce a comprehensive report, and it is important that I use as many data collection methods as I can.

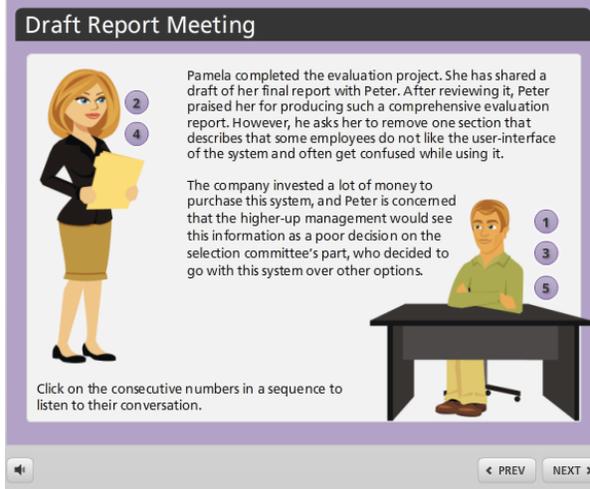
Your Feedback:
It is important to collect information from the actual users, employees; however, interviews with only one or two employees may not provide sufficient information. Pamela's reasoning to conduct interviews with just one or two employees is not a good motive either.

Cursor Movement: Learner clicks on the number and sign, and the “<PREV” button at the bottom of the screen.

None.

9.

Draft Report Meeting



Pamela completed the evaluation project. She has shared a draft of her final report with Peter. After reviewing it, Peter praised her for producing such a comprehensive evaluation report. However, he asks her to remove one section that describes that some employees do not like the user-interface of the system and often get confused while using it.

The company invested a lot of money to purchase this system, and Peter is concerned that the higher-up management would see this information as a poor decision on the selection committee's part, who decided to go with this system over other options.

Click on the consecutive numbers in a sequence to listen to their conversation.

< PREV NEXT >

Text: Draft Report Meeting

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Click on the consecutive numbers in a sequence to listen to their conversation.

Cursor Movement:

Learner clicks on the consecutive numbers in a sequence and the “<PREV” and “NEXT>” buttons at the bottom of the screen.

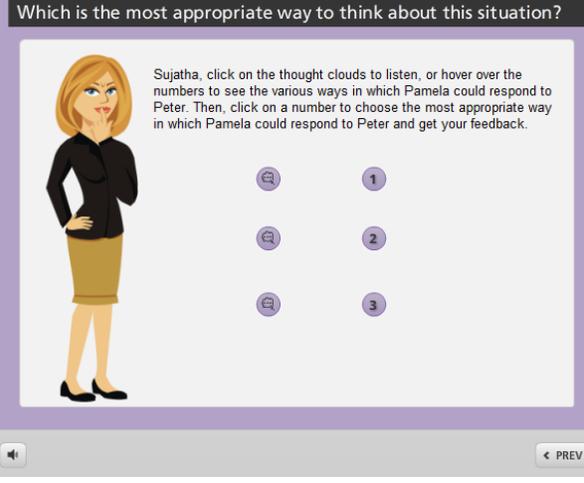
[Layer 1 Peter] - Pamela, I've read the draft version of your evaluation report. It is great! Well done. But, can I make a suggestion?

[Layer 2 Pamela] - Yes, what is it, Peter?

[Layer 3 Peter] - See - This section about employees' reaction to the user-interface of the system?

[Layer 4 Pamela] - Yes?

[Layer 5 Peter] - Too bad that they didn't like the user-interface and are confused when using it. I know that it is not the most user-friendly system. But this is what the selection committee recommended over other options, and we spent a lot of money on purchasing this system. We can't change the system now. Also, I really don't want the upper management to find out now that the system isn't

			<p>the best option. I would like you to remove this section in your final version.</p>
<p>10.</p>		<p>Text: Which is the most appropriate way to think about this situation?</p> <p>%FirstName%, click on the thought clouds to listen, or hover over the numbers to see the various ways in which Pamela could respond to Peter. Then, click on a number to choose the most appropriate way in which Pamela could respond to Peter and get your feedback.</p> <p>Three thought clouds and three numbers with audio embedded within them.</p> <p>Pamela's Appropriate Thought 1:</p> <p>I understand Peter's concern, but without that section, they probably are not going to deal with the employees' unfamiliarity issue. But, maybe they will get used to the system as they use it more and they won't complain about the user-interface anymore. I guess I can remove the section.</p> <p>Pamela's Appropriate Thought 2:</p> <p>I think it is better to go with his suggestion because Peter knows the organizational culture very well. This is just a couple of paragraphs and I don't think it would hurt to remove them from the report anyway. I will tell Peter that I will remove the section.</p> <p>Pamela's Appropriate Thought 3:</p> <p>Without such information, the report wouldn't provide a complete picture of the situation. I</p>	<p>Pamela's Appropriate Thought 1:</p> <p>I understand Peter's concern, but without that section, they probably are not going to deal with the employees' unfamiliarity issue. But, maybe they will get used to the system as they use it more and they won't complain about the user-interface anymore. I guess I can remove the section.</p> <p>Pamela's Appropriate Thought 2:</p> <p>I think it is better to go with his suggestion because Peter knows the organizational culture very well. This is just a couple of paragraphs and I don't think it would hurt to remove them from the report anyway. I will tell Peter that I will</p>

understand Peter's concern, but by removing the section, I also have to remove my recommendation for dealing with the employees' unfamiliarity issue such as providing a training or a job aid. I need to explain this to Peter.

Cursor Movement: Learner clicks on the thought clouds and numbers, and the "<PREV" button at the bottom of the screen.

remove the section.

Pamela's Appropriate Thought 3:

Without such information, the report wouldn't provide a complete picture of the situation. I understand Peter's concern, but by removing the section, I also have to remove my recommendation for dealing with the employees' unfamiliarity issue such as providing a training or a job aid. I need to explain this to Peter.

11.

Which is the most appropriate way to think about this situation?

Sujatha, you selected:
Hover over the number and sign to see your selection and obtain feedback.

1

Your Feedback:
Evaluation reports often help the organization learn what needs to be done to improve the situation. By removing the section, Pamela is not providing an important piece of information to the organization.

< PREV

Text: Which is the most appropriate way to think about this situation?

%FirstName%, you selected:
Hover over the number and sign to see your response and obtain feedback.

Number 1 and X sign.

Pamela's Appropriate Thought 1:

I understand Peter's concern, but without that section, they probably are not going to deal with the employees' unfamiliarity issue. But, maybe they will get used to the system as they use it more and they won't complain about the user-interface anymore. I guess I can remove the section.

Your Feedback:

Evaluation reports often help the organization learn what needs to be done to improve the situation. By removing the section, Betsy is not providing the important piece of information to the organization.

Cursor Movement:

Learner clicks on the number and sign, and the "<PREV" button at the bottom of the screen.

None

<p>12.</p>		<p>Text: Which is the most appropriate way to think about this situation? %FirstName%, you selected: Hover over the number and sign to see your response and obtain feedback. Number 2 and X sign. Pamela’s Appropriate Thought 2: I think it is better to go with his suggestion because Peter knows the organizational culture very well. This is just a couple of paragraphs and I don’t think it would hurt to remove them from the report anyway. I will tell Peter that I will remove the section.</p> <p>Your Feedback: Without the information in the report, it would not be a comprehensive report, and Betsy would lose an opportunity to help the organization improve the situation.</p> <p>Cursor Movement: Learner clicks on the number and sign, and the “<PREV” button at the bottom of the screen.</p>	<p>None</p>
<p>13.</p>		<p>Text: Which is the most appropriate way to think about this situation? %FirstName%, you selected: Hover over the number and sign to see your response and obtain feedback. Number 3 and “check mark” sign. Pamela’s Appropriate Thought 3: Without such information, the report wouldn’t provide a complete picture of the situation. I understand Peter’s concern, but by removing the section, I also have to</p>	<p>None.</p>

		<p>remove my recommendation for dealing with the employees' unfamiliarity issue such as providing a training or a job aid. I need to explain this to Peter.</p> <p>Your Feedback:</p> <p>Yes, it is best to discuss with Bob why it is critical to include the section and what could happen when it is removed.</p> <p>Cursor Movement:</p> <p>Learner clicks on the number and sign, and the "NEXT>" button at the bottom of the screen.</p>	
14.		<p>Text: %FirstName%, Good Luck with your future Evaluation projects!</p> <p>Cursor Movement:</p> <p>Learner clicks on the "<PREV" button at the bottom of the screen.</p>	None