

Performance Management Ratings Biases



Overview

At times, rating biases affect how we view employee performance. Rating biases are thought processes and tendencies that result in inaccurate ratings. When we fail to recognize our own biases, we cannot truthfully rate the total performance of our employees.

Instructions

When assessing each of your staff member's performance for the year, consider taking time to reflect on the following potential biases you may possess that may impact your ability to objectively evaluate an employee's performance.

Ratings and Biases Definitions	
The Halo Effect	Rating based on an overall impression of the employee rather than on specific consideration of the employee's total performance as it relates to the requirements of the position. Performance on one aspect of the job influences the overall rating unjustly.
Primacy	Occurs when a rater gives too much emphasis to the performance level an employee demonstrated at the beginning of the year. Rating does not reflect performance over the entire year.
Recency	Occurs when a rater gives excess weight to the performance level an employee demonstrated at the end of the year. Rating does not reflect performance over the entire year.
Leniency	Occurs when a rater gives employees higher ratings than they should have received based on their total performance.
Severity	Occurs when a rater gives employees lower ratings than they should have received based on their total performance.
Similar-to-me	Occurs when a rater gives higher ratings to an employee because he or she is similar to the rater.
Different-from-me	Occurs when a rater gives a lower rating to an employee because he or she is different from the rater.
Central Tendency	The tendency to rate everyone in the middle of the rating scale.

