

# RATING PERILS



## Unconscious biases that distort employee's performance evaluation.



HALO EFFECT: the individual's performance is completely appraised on the basis of a perceived positive quality, feature or trait

HORN EFFECT: the individual's performance is completely appraised on the basis of a perceived negative quality or feature



CENTRAL TENDENCY: lack of rating differentiation between employees

LENIENCY: avoidance of honest ratings to avoid conflict



RECENCY: narrow focus on recent events

SIMILARITY/ "LIKE ME": favorable rating to employees who have similar values or interests to the rater



CONSTANCY: rating employees via rank order

## Ways to avoid rating perils:

- Make objective statements during the review
- Discuss specific performance issues and behaviors objectively
- Consider the totality of the employee's performance
- Establish milestones for progress reviews
- Make and keep adequate records with specific examples
- Maintain clear and open communication channels
- Consider possible legal impact of inflated performance ratings
- Avoid specific comments or connotations that are connected to age, race, sex, religion, national origin, veteran status or a specific disability.