

# Performance: Evaluation and Creating/Updating the Appraisal Plan (September 5, 2013)

## Definitions of Rating Errors Handout

- **Recency Effect** – Over-emphasis on recent performance. Critical incidents are a good way to decrease this error and to give specific examples.
- **Inadequately defined or misunderstood standards** – Avoid generic standards, descriptors (generally, typically, timely) OR these terms in the meeting to review the PA.
- **Lack of truth** – Objectivity – Take a step back and think about the rating.
- **Central tendency** – It's easy to fall into this trap, but it's wrong. This isn't fair to employees who are really making an effort, and it can be demoralizing or demotivating for the higher achieving employees.
- **Sunflower effect** – Similar to leniency, but it is a focus on yourself rather than the employee. Rating everyone high, regardless of performance, to make yourself look good or to be able to give more compensation.
- **Similar to me** – Usually this results in a positive feeling towards the employee and her/his performance. However, it may result in a negative feeling towards the employee and her/his performance in certain circumstances.
- **Positive leniency** - Want to give everyone high scores.
- **Negative leniency** - Want to give everyone low scores.
- **Halo effect** (Favoritism) – The tendency to allow one positive work factor you like affect your overall assessment of performance.
- **Horn effect** – The tendency to allow one negative work factor or behavior you dislike color your opinion of other factors.
- **Attribution** – The tendency to see poor performance as more within control of the individual and superior performance as more of an influence of external factors.
- **Stereotyping** - Allowing your bias to influence the rating. Bias can come from attitudes and opinions about race, national origin, sex, religion, age, veterans' status, disability, hair color, weight, height, intelligence, etc. It also may come from bias towards employees similar to the manager.
- **Contrast effect** - Comparing one employee's accomplishments against another employee's accomplishments.
- **Unfair comparison** - Just comparing employees and not basing the performance on the standards set.