

## PERFORMANCE REVIEWS

1. It is important that both you and your employees have a mutually agreed upon understanding as to what is acceptable job performance.
2. Performance feedback should be limited to the performance review evaluation meeting.
3. You should always base current performance on past performance.
4. Just because an employee performs badly in one area does not make his/her overall performance bad.
5. It is sometimes a good idea to overrate a poor performer as a motivational tool.
6. The employee should be given the opportunity to submit written comments once the results of the completed PPR are reviewed.

## POTENTIAL ERRORS IN RATING CANDIDATES' PERFORMANCE

Below are several classes, or types, of errors assessors sometimes make when evaluating a candidate's performance. Please read each description carefully. You should consider these errors whenever assigning a rating.

1. **Halo error**  
This is the tendency to let a global or overall impression or a single strong characteristic of the candidate influence all judgements or observations about him/her.
2. **Assumed relationship between characteristics**  
This is the tendency to assume that, because a candidate has characteristics "A," he/she must also have characteristics "B."
3. **Leniency/severity**  
This is the tendency to be a "hard" or "easy" assessor, that is, to usually give higher or lower ratings than warranted to *all* individuals.
4. **Central tendency**  
This is the tendency to avoid extreme ratings and to give mostly average or middle-of-the scale ratings to all candidates.
5. **Contrast effect**  
This is the tendency to let the quality of the previous candidate(s) you have observed influence the judgements you make about the present candidate. It can be a particular problem when the previous candidate was good or very poor.
6. **First/last effect**  
This is the tendency to be overly influenced by information about the candidate that occurred very early or very late in the exercise.
7. **"Similar to me" effect**  
This is the tendency to give higher ratings to candidates who are similar to you in terms of physical and/or psychological characteristics (appearance, age, values, attitudes, etc.).
8. **Attractiveness bias**  
This is the tendency to give more favorable ratings to candidates who are physically more attractive (a particular instance of *halo error*).
9. **Overemphasis on unfavorable information**  
This is the tendency to weigh too heavily any unfavorable information you have observed when arriving at final judgement.

Review this list periodically.