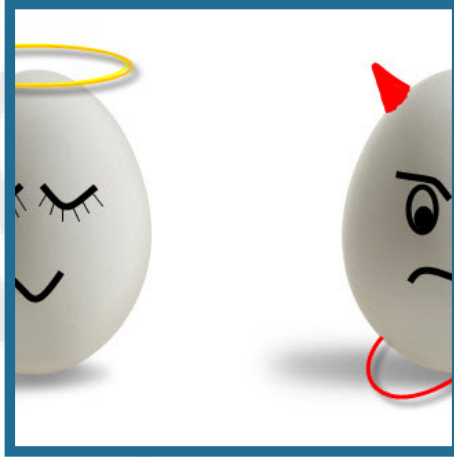


COMMON PERFORMANCE EVALUATION ERRORS

Halos and Horns

Allowing one or two positive or negative interactions to influence the review at every level.



The Punt

- Lake Wobegon Effect
- Splitting the Difference
- They just don't make them like they used to.

Recency

Basing the evaluation on the most recent events rather than the entire evaluation period.

Not Coloring Within the Lines

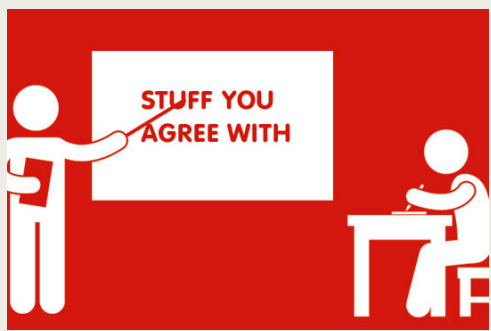
Performance appraisals should be based on the current review period only.

Grouping

Excusing below-standard performance because it is widespread.

Wrong Frame of Reference

Evaluate each employee independently, not comparatively.



Chip off the Old Block

Favoring employees the rater sees as similar to himself.



Old School Bias

Bias can come from attitudes and opinions about race, national origin, sex, religion, age, disability, hair color, weight, etc.

Opportunity Bias

You shouldn't penalize an employee for not gaining skills if you have not provided opportunities for him to do so.

Sampling Error

Base the evaluation on the employee's entire body of work. Do not pick and choose a handful of projects.