

RATER CONSISTENCY

Rater consistency, sometimes referred to as calibration, simply means you are working to reduce bias and errors which occur because we are all human and prone to bias. Our goal is that employees are reviewed consistently with the same set of ideals/standards as their peers. To get there, we must ensure we've created a uniform definition of the standards.

HORNS AND HALOS

Selecting a rating based on one positive or negative attribute instead of looking at performance as a whole. In the context of performance reviews, these biases can lead to inaccurate feedback, unfair assessments, and distorted perceptions, which ultimately harm team development and individual growth.

RECENCY

Selecting a rating based on recent performance, as apposed to considering the performance throughout the review period (typically past 12 months).

CENTRAL TENDENCY: "THE MIDDLE GROUND TRAP"

Rating all employees as valuable instead of recognizing employee performance ratings will be varied. This not only demotivates top performers who aren't recognized for their efforts but also overlooks under-performers who need improvement.

LENIENCY

Rating is overall too lenient in regard to the employee. Most commonly, this occurs when a leader is uncomfortable sharing learning feedback.

CONTRAST

Selecting a rating based on comparison to another employee, instead of comparison to the expected job duties.

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To mitigate biases, remember the following tips:

BE AWARE

Acknowledge that we are all prone to bias and practice self-reflection. Monitor your own behavior and be open to feedback and learning. Take responsibility if you've made a mistake.

CHECK IN REGULARLY

Document and refer to regular feedback throughout the year. Managers should be assessing performance over the entire evaluation period, not just based on recent or early impressions. Documenting and discussing regular feedback throughout the year ensures a more balanced and fair evaluation. This also helps managers and employees become comfortable having conversations and exchanging feedback with each other.

Use the **Employee Check In Form** to help facilitate these conversations.

USE STANDARDIZED PERFORMANCE METRICS

WVU has outlined specific performance metrics and rating scales to support consistent and fair ratings of performance.

Use **The Manager's Guide to Evaluating Performance** for guidance.

BE OBJECTIVE

Focus on each employee's individual performance and how it aligns with the expectations of their role. Refer to the job description as a shared set of expectations. Use the Situation-Behavior-Impact Framework to construct objective and observable feedback.

Use **The Manager's Guide to Writing Effective Feedback** for guidance.