Reviewer Bias

Before assigning ratings to your employee's performance, it is important to step back and consider the potential effects of reviewer bias. The following is a list of common reviewer biases to help you identify potential biases and prevent them from unfairly affecting your employee's scores.

HALO BIAS	Tendency to give favorable ratings due to strong performance in one or two areas.
HORNS BIAS	Tendency to give unfavorable ratings due to poor performance in one or two areas.
PRIMACY BIAS	Establishing a positive or negative opinion of an employee or their work early in the review period and allowing that to influence all later perceptions of the performance.
RECENCY BIAS	Allowing the employee's most recent performance level to skew the opinion of the total work for the cycle.
SPILLOVER BIAS	Continuing positive or negative ratings for an employee based on the employee's performance in previous cycles.
REFRESH BIAS	Ignoring patterns of positive or negative performance across cycles.
LENIENCY BIAS	Consistently rating employees higher than deserved.
SEVERITY BIAS	Consistently rating employees lower than deserved.
NORMATIVE BIAS	Rating employees the same and ignoring individual differences.
COMPARATIVE BIAS	Rating an employee in comparison to each other instead of evaluating based on their ability to meet the defined performance expectations.
SITUATIONAL BIAS	Tendency to upgrade or downgrade employee ratings by attributing factors outside the employee's control to the employee.
DISPOSITIONAL BIAS	Tendency to upgrade or downgrade employee ratings based on the supervisor's opinion of the employee's personality and/or character.
AFFINITY BIAS	Tendency to give higher ratings to those employees with whom the supervisor believes they have more in common.
ALIENATION BIAS	Tendency to give lower ratings to those with whom the supervisor believes they have less in common.
IDENTITY BIAS	Tendency to view and rate employee performance filtered through stereotypical assumptions about sex, gender, gender identity, gender expression, sexual orientation, race, ethnicity, national origin, religion, political affiliation, socioeconomic status, educational background, age, disability, genetic information, or veterans status.
RELATED MISSTEPS	• Setting performance expectations too high or too low • Contradicting documented performance results, including disciplinary actions • Inconsistency across employees (double-standards or inattentiveness) • Rating the effect, not the cause • "Padding" ratings for fear of conflict or appeal

For more tips on avoiding and preventing reviewer bias, please check out this helpful article.