

Performance Distortions

Halo Effect	The manager sees this employee 'can do no wrong', 'walks on water'
Horn Effect	Opposite of the halo effect, here the manager sees the employee 'can do nothing right'
Proximity	Managers may tend to rate higher those employees who are closer to them in the hierarchy or in physical location (DRs, PAs, same office)
Profile Vs Performance	Managers may tend to rate an employee based on the employee's overall professional profile (such as length of service, seniority, qualifications, age and track record) rather than based on the employee's actual performance against the calendar year's objectives
Habitual High Performers	Managers may sometimes be reluctant to assess employees' performance downwards (e.g. from Exceptional to Fully Performing) to avoid having difficult discussions. This can cause some employees to be rated as high performers for several consecutive years
Mass Tendencies	This occurs when groups of employees or peers are all similarly rated, whether at the higher end or middle of the scale. Managers may sometimes resort to this to 'play it safe' or to remain popular as it may help avoid possible controversy, criticism, or discontent
Unconscious Bias	Managers may sometimes establish mental pictures of what they consider an ideal employee. Employees who do not match this picture may be unfairly assessed
Scapegoats or Easy Targets	Managers may perceive some employees or groups of employees as easier to rate as average or below average. Examples of the groups of employees that this distortion can negatively impact includes newer employees, employees on extended leave (e.g. maternity), junior employees, employees in remote areas, or employees belonging to a particular demographic (nationality, gender, etc)