

**Guardian Holdings, Guardian Life of the Caribbean, Guardian
Asset Management and Guardian Management Services.
Common Appraisal Errors.**

Error	Definition	Example
Contrast Effect	Tendency of the rater to evaluate people in comparison with other individuals rather than against the standards for the job.	Think of the most attractive person you know and rate this person on a scale of 1 to 10. Now think of your famous glamorous movie star. Re-rate your acquaintance. If you rated your friend lower the second time, contrast effect is at work.
Halo/Horns Effect	Inappropriate generalizations from one aspect of an individual's performance to all areas of that person's performance	George's outstanding writing ability caused his supervisor to rate him highly in unrelated areas where his performance was actually mediocre (Halo effect). George's poor timekeeping caused his supervisor to give him a low rating in unrelated areas where his performance was actually good. (Horns)
Similar to me effect	The tendency of individuals to rate people who resemble themselves more highly than they rate others.	Carol was a single mother with four children and was promoted to supervisor. Unknowingly she rated several other women who were also single mothers higher than their performance warranted.
Attribution Bias	The tendency to attribute performance failings to factors under the control of the individual and performance successes to external causes.	Harriet attributes the success of her work group to the quality of her leadership and the failings to their bad attitudes and inherent laziness.
Recency	The tendency of minor events that have happened recently to have more influence on the rating than major events of many months ago	Victoria kept no records of critical incidents. When she began writing appraisals for employees she discovered that she could only recall examples of either positive or negative performance for the last two months.