

Potential Barriers to a Fair Evaluation

Attitudes

- We are all culture-bound.
- We tend to see what we expect to see.
- We all have biases.
- We tend to operate on the basis of stereotypes.

Types of biases to avoid

- Halo Effect—tendency to generalize from one positive (or negative) quality to other assumed qualities.
- First impressions—tendency to arrive at a premature impression leading to snap judgments.
- Cloning—tendency to group people together based on oversimplified categories.
- Assumptions—taking for granted the attribution of characteristics and behaviour without evidence.
- Ethnocentrism—belief that your own culture and ethnic group provides the only right way and all others are inferior.

A fair process

- Sets clear, job-related criteria.
- Measures the person against the criteria on the basis of demonstrated performance.
- Looks for Situation—Action—Results.
- Evaluates the person against the criteria in all methods of evaluation.
- Documents decisions.

To be fair

- Be mindful of own biases and how these might affect judgement evaluation.
- Looksga.