

Reducing Bias in Performance Reviews

Utilize this guide to identify strategies to reduce common biases that impact performance reviews. Consider utilizing recommended strategies such as employee self-evaluations, peer feedback, and focusing on goal achievement to reduce bias. Review Deloitte's article, [Mitigating Bias in Performance Management](#), prior to engaging in performance reviews.

Recency Bias – A tendency to over or under value short term performance at the detriment of an employee's long-term performance.

1. What strategies might you use to consider the entire performance review period for each direct report?
2. Do you have coaching notes, email exchanges, and/or feedback about performance and working towards goals throughout the year?
3. How will you utilize performance goals to maintain a long-term view of performance? What evidence and data will you utilize?

Halo & Horns Effect – Valuing (good or bad) a certain quality of an employee that causes a manager to not address areas of growth or rates an employee a poor performer overall.

1. How might you encourage and empower each direct report to demonstrate a growth mindset in their role?
2. What are employees doing well and what areas can be improved? What evidence and examples demonstrate these strengths and areas of development?
3. Might you be seeking evidence to affirm your existing beliefs about an employee (i.e. confirmation bias)?

Affinity Bias – Demonstrating a preference for an employee that shares values, personality characteristics, and approaches to work.

1. What is something (e.g. values, interests) you have in common with each of your direct reports with regards to workplace performance/strengths.
2. How will you acknowledge that each direct report are equally different (i.e. diverse working styles and preferences)?
3. What are different approaches from your own that have enabled direct reports to achieve goals and complete tasks?

Additional Mitigation Questions

1. How might you engage your supervisor with a review of performance evaluations of your direct reports?
2. What strategies will you use to ensure there are no surprises during the performance evaluation?
3. Describe in your own words, the purpose of a performance evaluation. Does your purpose convey care, development, equity, and inclusion?



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Performance Management Process Outline

Outline your performance management process and *include bias mitigation strategies* that you will implement with direct reports. Should an employee ask how you are mitigating implicit and/or unconscious bias during the performance review process, your strategies should be easily accessible.

