



## Calibration Rules of Engagement Help Sheet

### Questions to ask

- Consider as you rate and differentiate employee performance:
- What behaviors were observed?
- What impact did the individual's accomplishments have on the unit, division or the agency?
- What significant accomplishments were above-and-beyond the employee's job requirements?
- What unusual circumstances took place this appraisal year that presented an opportunity for excellence?

### Rater Biases

#### Halo

- A tendency to form a generalized positive impression of an employee, e.g., rating the employee highly on all criteria rather than independently rating each item.

#### Horns

- The tendency to form an overall negative impression of an employee that results in artificially low ratings. This is the opposite of the halo effect bias.

#### Central tendency

- A tendency to use only the mid-point of the rating scale.

#### Leniency bias/Strictness bias

- A tendency to be more lenient or stricter than one's peers when evaluating employees, or to be more lenient or strict with one employee when compared to another.

#### Same-as-me

- A tendency to rate employees who are perceived to be similar to the rater more favorably than employees who appear dissimilar.

## Rating Definitions

### Exceeds standards

- Employee consistently exceeds performance expectations.
- Example: may consistently submit work ahead of deadlines with excellent work quality.
- Employee's superior performance significantly improved overall operations of the team or organization.

### Meets standards

- Employee consistently performs work at expected standards, on time and within acceptable standards of quality.
- Employee may occasionally perform better than prescribed standards of success.

### Needs improvement

- Employee sometimes performed tasks at or above performance standards and sometimes at below acceptable standards.
- Employee may still be in training for assigned tasks, which resulted in inconsistent performance.

### Does not meet standards

- Employee consistently failed to acceptably perform assigned tasks most of the time.
- Employee's performance may have resulted in difficulty for teammates or the organization.

### Notes: