

# Preventing Bias

Unconscious bias (or implicit bias) is often defined as prejudice or unsupported judgments in favour of or against one thing, person, or group as compared to another, in a way that is usually considered unfair. Perceived bias can negatively impact a staff member’s contribution, commitment to the organisation and job satisfaction. Everyone has unconscious bias, but being aware of what those biases might be and when they might impact the performance conversation is important.

Style	What is it	How to prevent it
Primary Bias	First Impressions	By putting together a profile of performance snapshots at multiple points in time across the year. This may dampen your tendency to weight first impressions more heavily.
Halo Effect	A trait overshadows	Make sure you evaluate multiple dimensions of performance and what behaviours they demonstrated in achieving success.
Confirmation Bias	Confirms existing beliefs	Every time you have an impression about a staff member’s performance, seek evidence that they are the opposite or entirely different from what you suspect.
Negativity Bias	Against negative bias	Help your academics to develop an open mindset to feedback by giving it continuously throughout the year and coaching them on how they can analyse the information they receive.
Cloning Bias	Just like me!	It is important that you compare an academic’s performance against the standards you agreed to in the goal setting stage and not to other academics. In setting these standards you will minimise any tendency to compare, be lenient or to rate higher.
Comparison Bias	Staff against me	
Leniency Bias	Good feedback regardless	
Idiosyncratic Bias	Rates high because I can’t do it	
Perception Bias	Forms stereotypes	
Gender Bias	Different standards based on gender	Agreed standards and expectations will prevent gender bias from creeping into the PRD environment.