**Effective evaluations – central elements**

Validity – measure what they are intended to measure, so responsibilities must be clearly established so they can be measured.

Reliability – ensuring that they are consistent (3 types) same level over one period evaluated similarly over another period; same level for two individuals should be measured for each; different evaluators should rate similar performances in a similar way

Discrimination – be able to discriminate good performers from poor ones, so must be designed to identify essential functions of a job and measure the adequacy of performance – common defect is central tendency. Propensity of raters to select values on a rating scale near the center. Groups employees artificially near the average. – related defect is to give all employees artificially high scores.

Freedom from Bias -- tendency of an evaluator to rank individuals lower than deserved, or to overrate employees because of a personal relationship.

Relevance – deal with job in its entirety and not just part of the job, do not drag in irrelevant factors, undue weight assigned to relatively minor issues.

Practicality – employee must be able to understand the purpose and procedures of the system.

Beware of gender bias.