

## S1 Appendix. Summary of objectives, contents, and length of training programmes.

PROGRAMME	OBJECTIVE	TIME	CONTENT
Knowledge of dimensions and Frame-of-reference	Discovering what performance appraisal is and what it consists in, its multidimensionality, and common standards for evaluation	2 hours	<p><b>Unit 1</b>            Theoretical explanation of concept and performance dimensions, and frame-of-reference.            Practical exercise 1: Identification and creation of job tasks.            Practical exercise 2: Distinction between task and citizenship performance.            Practical exercise 3: Search for group consensus on task and citizenship performance dimensions.            Solution of questions about performance.            Summary of the unit.</p>
Observational accuracy	Improvement of rater observational accuracy	2 hours	<p><b>Unit 1</b>            Theoretical explanation of the importance of identifying data relevant to employee performance.            Practical exercise: Training in observation and recall of behaviours with videos.            Summary of the unit.</p>
Rater Error	Reducing the occurrence and effect of biases in assessment based on definitions of standard errors and their likely causes; analysis of examples of errors and the strategies that can be used to avoid them	8 hours	<p><b>Unit 1. Bias of similarity and contrast.</b>            Activity of discovery: Exercise of performance appraisal of employees with whom the rater has a high and low level of identification, analysis of the differences between assessments of both, theoretical conclusion.            Practical exercise: Two raters' analysis of performance appraisals of two training videos which show two administrative employees (one with good performance and the other with improvable performance), results analysis, and conclusions.            Solution of questions about these biases.            Summary of the unit.</p> <p><b>Unit 2. Biases of primacy, recency, and negativity.</b>            Activity of discovery: Memorization exercise and recall of series of elements, results analysis, theoretical conclusion.            Practical exercise 1: Tasks and citizenship behaviours recalled from a performance diary, results analysis, and conclusions.            Practical exercise 2: Memorization and recall of adjectives, results analysis, and conclusions.</p>

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Practical exercise 3: Role plays and assessment of behaviours, results analysis, and conclusions.

Solution of questions about these biases.

Summary of the unit.

**Unit 3. Biases of first impression, halo effect, and spillover.**

Activity of discovery: Recall exercise of tasks and behaviours of the characters in an incomplete comic, inclusion of final cartoons, reflection and debate, theoretical conclusion.

Practical exercise 1: Analysis of photographs of employees, account with a description of conduct, introduction of new information, results analysis, and conclusions.

Practical exercise 2: Account of images and sayings by historical characters, results analysis, and conclusions.

Practical exercise 3: Presentation of performance appraisals made by two supervisors of two employees, from two training videos, performance appraisal of the same employees, results analysis, and conclusions.

Solution of questions about these biases.

Summary of the unit.

**Unit 4. Biases of leniency, central tendency, and severity.**

Activity of discovery: Exercise on conceptions and thoughts of the teaching staff, reflection, debate, and theoretical conclusion.

Practical exercise: Presentation of different rater roles, performance appraisals in different roles, assessment in the appropriate role, results analysis, and conclusions.

Solution of questions about these biases.

Summary of the unit.

**Unit 5. Biases of attribution and stereotypes.**

Activity of discovery: Exercise of association between professions and nationalities of fictitious employees, subsequent association with a description of these employees, performance appraisal of the employees, reflection, debate, and theoretical conclusion.

Practical exercise: Presentation of a training video and videos of everyday situations, individual analysis, reflection and group debate, results analysis, and conclusions.

Solution of questions about these biases.

Summary of the unit.