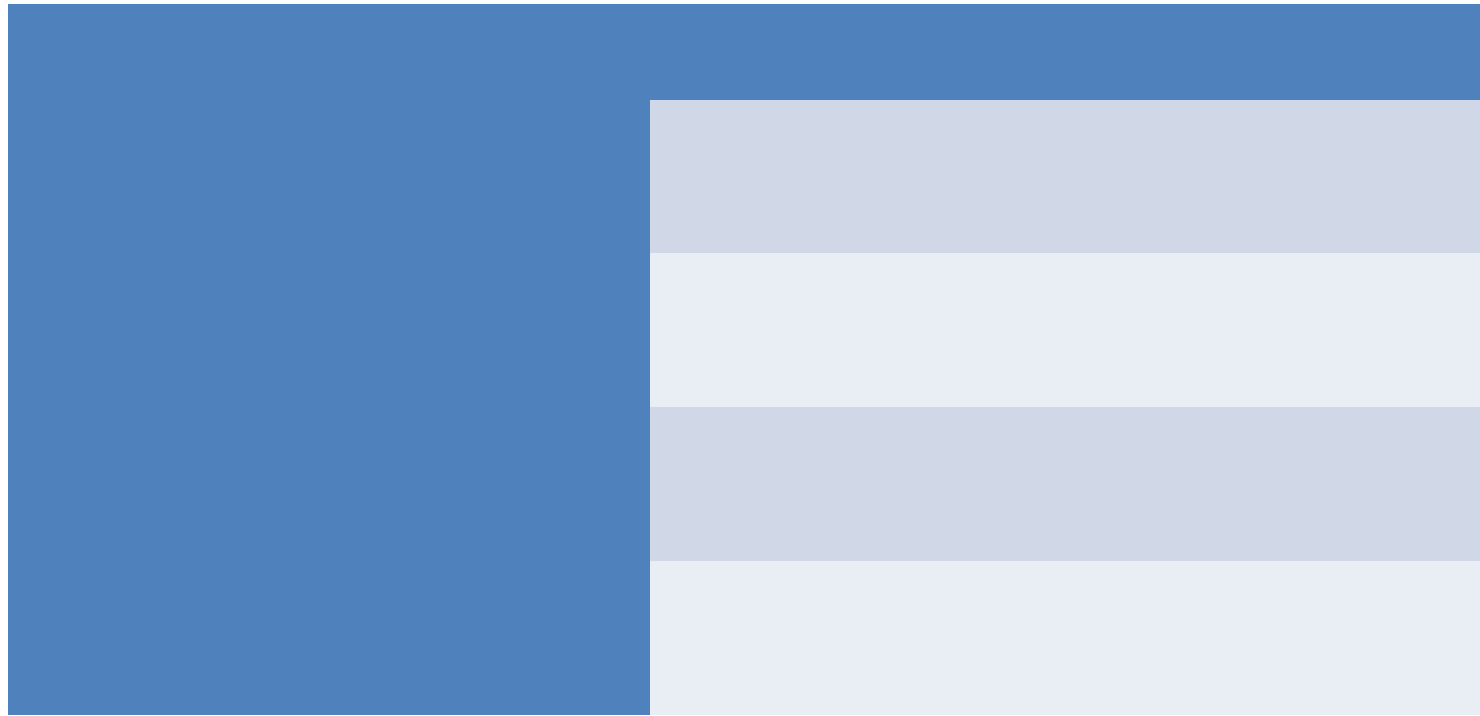


# Cornerstone Labs for Supervisors



# Calibration Meeting

Overview & Discussion

January 30, 2020

# What is a Calibration Meeting

A discussion of employee performance with the objective of ensuring supervisors apply similar standards for all employees and eliminate biases to the greatest extent possible.

# Why Hold Calibration Meetings

- To provide a common understanding of performance considerations and ratings definitions
- To consistently and fairly apply performance evaluation criteria across peer groups
- To minimize inequities caused by different interpretations of the same ratings – “hard raters” vs “easy raters”
- To mitigate bias in the application of performance ratings
- To prepare supervisors to have better performance discussions with their employees
- To encourage thoughtful basis for merit increases
- To foster better professional development and succession planning

# Common Types of Bias

## Confirmation Bias

Giving in to a natural tendency to search for or interpret information in a way that confirms existing thoughts or beliefs.

## Recency Effect

Placing too much emphasis on recent behavior rather than evaluating a team member's work over the course of the entire year.

## Horns Effect

Evaluating a team member as a poor performer overall because of one thing they don't do well.

## Halo Effect

Evaluating a team member highly in all areas because of one thing they do really well.

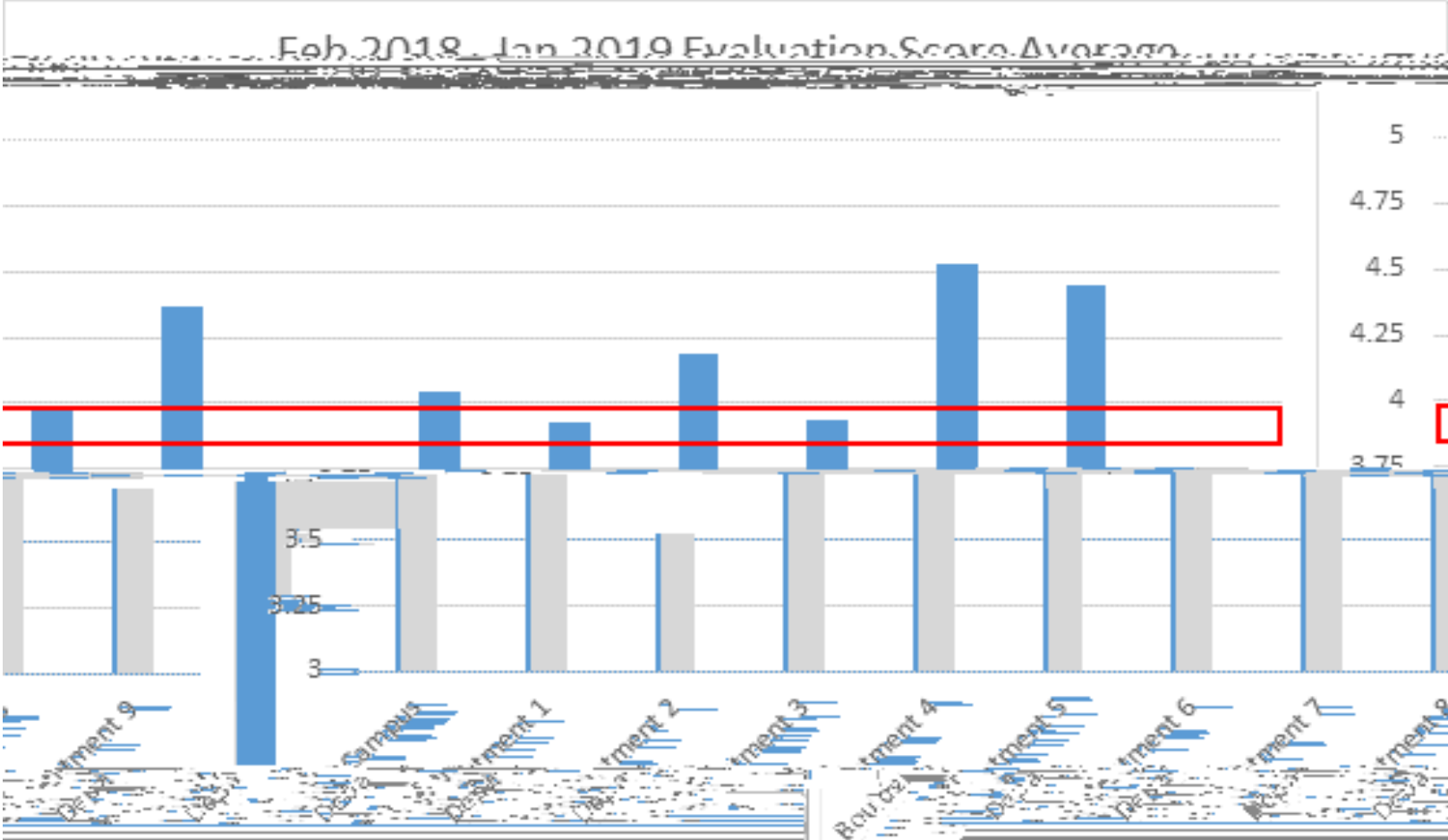
## Affinity Bias

Showing preference for certain team members because you are similar to them in values or other personality aspects.

## Central Tendency

Avoiding differentiation by assessing all team members as average.

# Performance Ratings Calibration at CU Boulder



# Who is Involved in Calibration Meetings

- It depends upon the organization's size, structure, and culture
- Typically include supervisors who are responsible for conducting performance appraisals and the executive over that unit
- Be sure that the supervisors included are all at similar levels in the organization
- Break up departmental and/or functional groups into manageable subgroups, as necessary.
- A human resource representative might serve as the facilitator to ensure that goals are met and aligned with desired practice and policy

# Meeting Preparation

- Performance planning, performance coaching, performance evaluation
- Compile aggregate data for the unit
- Performance calibration meetings should be held before managers conduct individual performance review meetings with employees





# Meeting Preparation

Manager	Employee	Performance Rating	Forced Ranking by Performance
Abby	Connor	5	1
Abby	Andrew	4	1
Abby	Sophie	4	2
Abby	Jake	3	1
Abby	Jillian	3	2
Abby	John	3	3
Abby	Jay	1	1

# Meeting Agenda

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