

Cornerstone Labs for Supervisors

| Date | Time | Location |
|------------------------|-------------------|----------|
| Monday, February 3 | 9:00 am– 11:00 am | C4C S350 |
| Tuesday, February 11 | 1:00 pm– 3:00 pm | KOBL 313 |
| Monday, February 17 | 9:00 am– 11:00 am | C4C S350 |
| Wednesday, February 26 | 12:00 pm– 2:00 pm | ARCE 620 |

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.

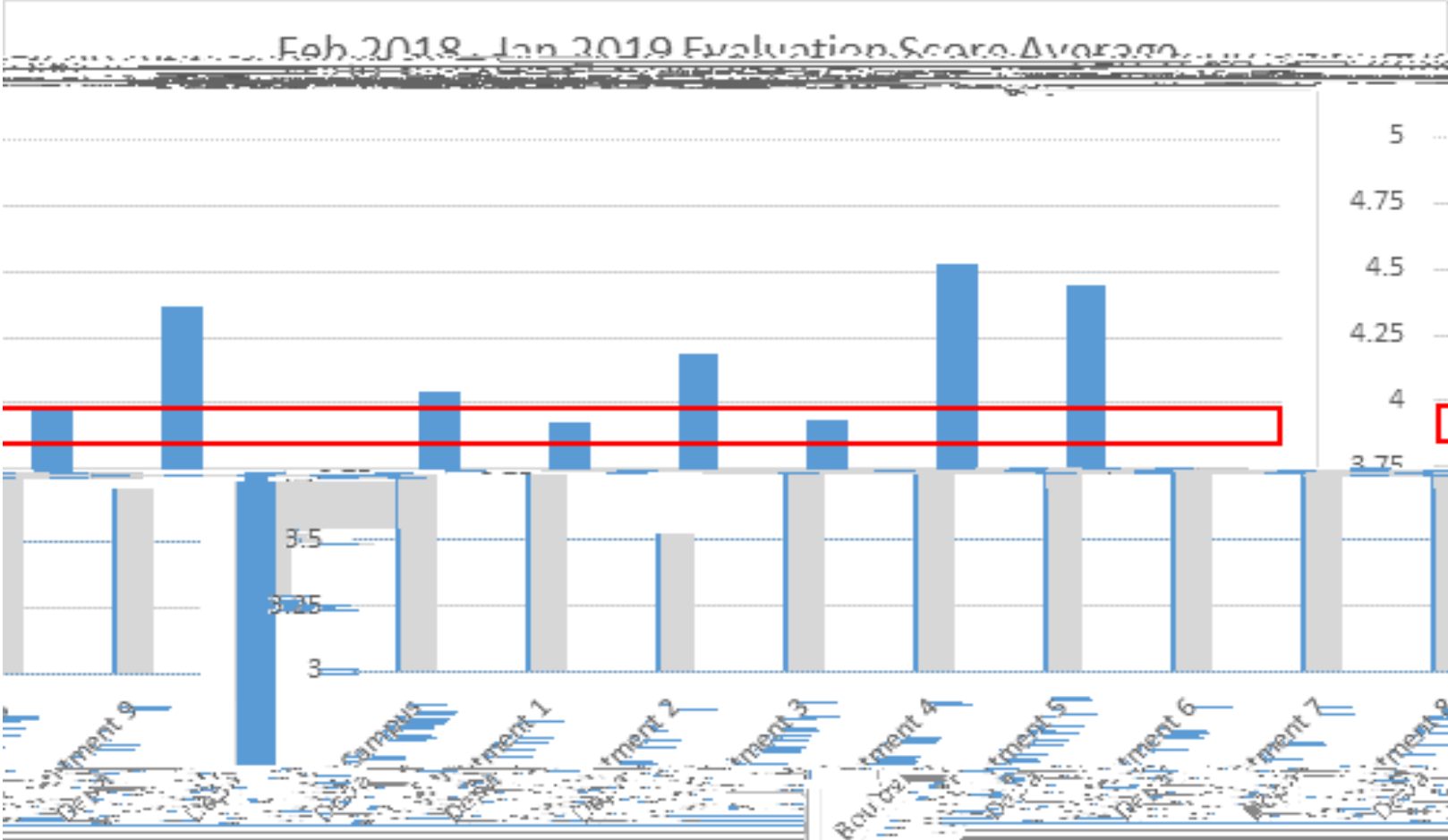
Affinity Bias

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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