

Calibrations Best Practices

Calibrations in 15Five helps HR leaders and managers make more fair, objective, and transparent assessments of performance and talent decisions with ease. Calibrations in 15Five make it easy for calibrators to see the distribution of review ratings across team managers and adjust those ratings in real-time.

To increase fairness up-front, we recommend creating standard performance rubrics, setting clear performance expectations, and writing out definitions of scale answers.

- These conversations should happen long before Best-Self Review® time and ideally during initial role clarity conversations.
- Set clear process expectations for managers and participants alike—having a clear process agreed upon before the review process, including calibrations, will create a fair and transparent environment.

The Private Manager Assessment questions in 15Five lay the foundation for an unbiased review. The Private Manager Assessment results, when combined with Calibrations, add another layer of fairness and consistency.

- To reduce the idiosyncratic rater bias, the Deloitte-inspired questions ask managers what they would do with each team member rather than what they think of that individual.

- Unlike Private Manager Assessments, calibration sessions rely on people other than the manager to provide input around performance. This increases consistency and can reduce bias.

Pay and development conversations should both include performance data gathered through Best-Self Review®. Though the pay and development conversations should be separate, having calibrated performance review results via the Best-Self Review® leads to objective and unbiased conversations for participants.

Ensure that calibration conversations are grounded in Private Manager Assessment data, in addition to as many measures of behaviors and results as possible (e.g., Competencies and Objectives). Data has objectivity and when combined with Private Manager Assessment results creates a holistic performance picture.



Who? What? When? Let's talk logistics.

- **WHO** should be included in each calibration session (participants and contributors)? And do we recommend multiple calibration sessions per cycle or fewer, larger sessions?

- We recommend a similar ratio of Managers vs Leadership/HR in all calibration sessions to ensure conversations are getting input from people on each level.

- **TIP:** Appoint a moderator, usually People Ops/HR, to ensure everyone in the session has equal opportunity to share their insight.

- How you organize your calibration sessions is up to you.

- A few recommendations: By department, by level, by role, or or by highest or lowest performers.”

- Base the breakdown on your company/department dynamics, the level of psych safety of calibration contributors, and the logistics around holding multiple sessions.

- **WHAT** information should be taken into consideration in the calibration session? Is there any information we need to prepare to bring to the session?

- Calibration sessions contain submitted Private Manager Assessment answers automatically for the participants that you included in the calibration session.

- In addition to the Private Manager Assessment answers, you should review Competency results and Objectives progress when calibrating.

- **TIP:** Have **reports** on **Competencies**, **Objectives progress**, etc ready to reference during the calibration session.

- Have your scale labels and definitions handy for the session, as well as performance agreements, company values, and competencies.

- To increase transparency and traceability, include points of emphasis behind the decision to calibrate in the activity feed of the calibration session.

- **WHEN** should we include calibrations? For which cycles?

- Calibrations should be used as often as feasible—as long as the cycle contains manager reviews. If not every cycle, we strongly suggest cycles where compensation/promotions are on the line to contain calibrations.

- Calibration sessions are held after managers have submitted their manager reviews and before the sharing and/or finalizing dates.

