

Ratings Calibration

What is calibration?

Calibration is an interactive process by which supervisors responsible for conducting performance appraisals meet to discuss individual employees' performance with the goal of ensuring supervisors apply similar standards for all staff.

Why is it important?

Conducting a calibration meeting not only promotes accuracy and fairness in the performance-rating process, but it also allows supervisors to gain insight into their star performers and potential successors, to gauge the depth of their leadership pipeline, and to ensure that all employees will be evaluated on the same criteria and standards.

How do you calibrate ratings?

The key during the calibration meeting is to discuss each employee's performance rating and the supervisor's reasons for that rating. Rating definitions are reviewed and related questions are posed and discussed. Experienced and trained HR team members often facilitate.

You may not always have full agreement in the room, but you can achieve alignment, as another significant goal is to validate performance ratings against business results.

Why Do Performance Reviews?

Benefits for Employees

- Clarify what is expected of you
- Get feedback and determine resources needed to meet goals
- See how your work is valued
- Articulate your own goals: work goals and professional development goals
- Get your supervisor's support for those goals

Benefits for Supervisors

- Establish clear expectations for success
- Channel work toward team and IS&T goals
- Help develop employees' skills
- Put performance in IS&T / MIT context
- Help further IS&T / MIT mission



For assistance:

Should you have any questions about the information presented here, please contact:

IS&T Human Resources Team

(617) 715-5162
ist-hr@mit.edu

565 Memorial Drive
MIT Building W91 - Suite 205
Cambridge, MA 02139

<http://web.mit.edu/ist/hr/perform.html>

Information Services & Technology

Massachusetts Institute of Technology

2012 Annual Staff Performance Reviews

Performance Ratings and Calibration

Tips on how to evaluate and to calibrate employee performance

IS&T Human Resources Team
(617) 715-5162
ist-hr@mit.edu

Performance Ratings

To ensure that staff performance in IS&T is evaluated in a consistent manner, the process of assigning ratings is an opportunity for the employee and their supervisor to discuss performance in a collaborative way.

The Overall Rating is a composite of both *what* work was done and *how* it was done. It is a summary assessment of the employee's total effectiveness on the job for the year.

E/Exceptional. Performance consistently exceeds expectations in all dimensions, not only the specific results, but how the results were achieved; the performance is broadly recognized within the community as being unusual and highly valued. A clear role model.

- Is autonomous
- Anticipates supervisor/client needs
- Seeks out new assignments
- In high demand
- Off-loads work from supervisor
- Can do the supervisor's job
- May be ready for promotion

H/Highly Effective. Consistently strong level of performance; goals are consistently achieved, and behavioral competencies are generally demonstrated at levels exceeding expectations for the position. A role model for one or more IS&T themes

- Is innovative, pro-active
- Expands skills set
- Mentors others
- May off-load work from supervisor
- Influences outcomes
- Takes appropriate risks
- Is able to deal with different situations

P/Proficient. Goals are achieved and behavioral competencies are demonstrated at a level consistent with position and IS&T strategic themes.

- Is flexible/adaptive
- Is dependable/steady
- Is a team player
- Is aware of own weaknesses
- Seeks help appropriately
- Offers help willingly
- Shares knowledge
- Works to job description; is a solid performer who gets things done and delivers on time

N/Needs Improvement. Performance sometimes meets expectations; some goals may have been missed and/or expected behaviors may be inconsistently demonstrated.

- Exerts minimum effort; achieves fair results
- Is steady but occasionally makes mistakes, has to be reminded to do work, misses some deadlines
- Needs improvement in more than one area; may need to be placed on a formal performance improvement plan

U/Unacceptable. Regularly misses commitments and/or regularly demonstrates behaviors inconsistent with expected competencies for the job level.

- Is unreliable/inaccessible
- Is divisive
- Requires excessive supervision for job level and degree of experience
- Delivers poor quality work with minimal results
- Makes poor decisions
- Does not share information
- Refuses assignments
- Others do not want employee assigned to projects



Information Services & Technology Massachusetts Institute of Technology

IS&T Human Resources Team
565 Memorial Drive
MIT Building W91 - Suite 205
Cambridge, MA 02139
Phone: (617) 715-5162
E-mail: ist-hr@mit.edu