Ratings Calibration

**What is calibration?**

Calibration is an interactive process by which supervisors responsible for conducting performance appraisals meet to discuss individual employee 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.

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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

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**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

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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 past year.

**E/Exceptional (consistently exceeds expectations)**
- Consistently exceeds expectations in nearly all dimensions, not only producing remarkable results, but achieving them through extraordinary application of the competencies
- Is seen as a clear role model and/or mentor; exhibits outstanding behaviors, skills, expertise and characteristics others want to emulate

**H/Highly Effective (meets all and frequently exceed expectations)**
- Frequently delivers a strong level of performance and makes significant contributions by demonstrating a high level of productivity and quality of work; achieves and frequently exceeds goals
- Generally demonstrates competencies at levels exceeding expectations for the position
- May be viewed as a role model and/or mentor

**S/Successful Performer (consistently meets expectations)**
- Is a solid performer who gets things done and delivers on time; works to job description; goals are consistently achieved
- Achieves performance and demonstrates competencies at a level consistent with position

**N/Needs Improvement (sometimes meets expectations)**
- Sometimes meets expectations; may miss some goals
- May inconsistently demonstrate expected competencies
- Needs further development and/or guidance or evaluation to fully meet position requirements

**U/Unacceptable (does not meet expectations)**
- Regularly misses commitments and/or regularly misses commitments and/or goals (e.g., quality, deadlines, results)
- Regularly demonstrates behaviors inconsistent with expected competencies
- Lacks or fails to utilize skills, knowledge, and/or competencies